Mobilizing Resources

A Primer of Practical Ideas on How to Improve the Effectiveness of Public—Private Partnership Financial and Other Resource Requests

September 2006

"It's not just about money"

Cover Photos

The swimming crab (*Callinectes arcuatus*) occurs in the Pacific Ocean from Mexico to Peru. Many species belonging to the *Callinectes* genus of crabs are of commercial importance and are caught by fishermen for food or to sell. *Callinectes* occurs throughout the wider Caribbean and beyond. **Photo by Minna Scholl**.

David Ermenegildo, age 5, represents the future generation of sustainable development. He lives in the community of Rio Caña near a major leatherback turtle (*Dermochelys coriacea*) nesting beach in Caribbean Panama. This community of 1,400 Ngöbe indigenous people is holding its future in a delicate balance: they are interested in developing ecotourism opportunities while maintaining their traditional way of living off the land and the water. The Caribbean Conservation Corporation, Autoridad Nacional del Ambiente and the Ngöbe-Buglé Comarca signed a tripartite agreement to promote sea turtle conservation. Instead of hunting sea turtles for eggs and meat, the Ngöbe are helping to scout out nesting turtles, which are then measured, tagged and tracked. In turn, CCC and ANAM are providing limited assistance and employment opportunities for the local community. **Photo by Nick Shufro**.

Cayos Cachinos Archipelago recently decreed a protected area, is the southern-most extension of the Mesoamerican Reef. It lies only a few miles off Honduras' northern coastline, but attracts fewer tourists than the neighboring islands of Roatán and Utíla. The communities living on the archipelago must rely ever more heavily on the ability to mobilize scarce resources and look for new alternatives, as agricultural runoff and sediment resulting from mainland deforestation deplete the health of their traditional fishery. **Photo by David Smith**.

White Water to Blue Water

WW2BW Vision	Healthy, well-managed and productive watersheds and marine and coastal ecosystems that support stable and secure economies and livelihoods in the wider Caribbean region.
WW2BW Mission	To promote the practice of integrated watershed and marine ecosystem management in support of sustainable development through facilitating and strengthening partnerships to address issues such as integrated watershed management, marine ecosystem-based management, environmentally sound marine transportation, and sustainable tourism in the wider Caribbean region.
Primer Purpose	To improve the efficiency of the resource request process and the effectiveness of resource use.

Please note that a **Treasure Chest** of current WW2BW-related funding resources is available on the **White Water to Blue Water** website at www.ww2bw.org. The **Treasure Chest** is a live document that is frequently updated and identifies new and/or existing potential sources of funding for WW2BW-related projects.

Table of Contents

Mobilizing Resources Guidance

Executive Summary

Private and public sector discretionary budgets are shrinking, and as a result organizations are facing increasing competition for limited resources. To successfully obtain resources, those seeking assistance need to be efficient and strategic in how they identify, articulate, apply for and package their resource requests. We offer *Mobilizing Resources* as a primer for improving the efficiency and effectiveness of proposals from White Water to Blue Water (WW2BW) Partnerships (*Partnerships*).

- This primer is a follow-up to *Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes*, which was developed by a group of WW2BW stakeholders.

- *Mobilizing Resources* is intended as a practical guide that builds on lessons learned from various Partnerships. It offers advice on how to ensure that a Partnership resource request addresses the resource partner's concerns, how to draft a funding proposal and how to enlist volunteers.

- This primer provides ideas and guidance on how to identify and solicit a wider array of resources, including volunteer support, in-kind contributions and/or technical assistance. These often are more valuable and lasting than small financial contributions.

- This primer focuses on the Caribbean and reflects the WW2BW themes: integrated watershed management, sustainable tourism, environmentally sound marine transportation and marine ecosystem-based management. While aimed at WW2BW Partnerships, the information in this primer is applicable to other partnerships and organizations seeking support – financial or otherwise. A variety of perspectives are offered in order to provide a broad understanding of resource mobilization for WW2BW issues.

- For those needing more information, we have included a bibliography.

- Examples of additional information not generally available (including specific lending criteria guidelines and guidance) that can be useful when reaching out to potential resource partners are found in the Appendices.

We hope that you find *Mobilizing Resources* to be a valuable tool. For additional information or electronic copies, please contact:

Mr. David Hermann
HermannDC@state.gov

Mr. Nick Shufro
nick.shufro@us.pwc.com

Introduction

In *Mobilizing Resources*, we use *Resource Partners* as an umbrella term for potential donors, investors and providers of technical, in-kind and human resources. These Resource Partners may have a finite ability to support your Partnership and you may have only one chance to ask for assistance. In order to succeed, you need to make the best possible resource request (*Proposal*) to prospective Resource Partners.

Across the Caribbean, there are many Partnerships working on worthwhile projects and causes, all of which can articulate many compelling reasons for why they should receive assistance. Your request must effectively communicate why a Resource Partner should support your Partnership rather than other ones.

The first step in a Resource Partner's selection process is to eliminate those Proposals that do not address its preferred criteria. This is a simple and time-honored way of culling applications when the demand for resources exceeds the available supply. To make sure your Proposal addresses all the necessary criteria, you may want to contact the potential Resource Partner prior to submitting your Proposal. Telephone conversations and meetings will establish a personal relationship between you and the potential Resource Partner and are preferable to less direct forms of communication such as e-mail or letters. By describing your Proposal to the potential Resource Partner before submission you may gain valuable insights into the Resource Partner's priorities that will make your Proposal stronger.

Resource Partners choose to support the Partnerships that they think are most likely to succeed and fulfill their criteria. They want to see their limited resources have a positive impact with a successful project. The aim of this primer is to help you think through strategies to secure the resources you need to achieve your Partnership's goals.

Checklist for success: are you ready to approach a Resource Partner to make your request?
Before your Partnership can effectively communicate a request, you need to be sure that you have answered some key questions and have the necessary elements in place to address the Resource Partner's criteria. Some of the elements are structural in nature and are discussed later under *Are you avoiding common pitfalls?* Others help the Resource Partner understand the maturity and potential strength of the Partnership and can help build trust between the two organizations. Initial exploratory personal contacts will allow the potential Resource Partner to know you and your project more closely and could also be influential in the selection process. The following questions are designed as a self-assessment that a Partnership should undertake before approaching a Resource Partner for support.

- Is your Partnership maximizing its existing potential? Are you monitoring and improving your efficiency? Before reaching out for new resources, your Partnership should be able to demonstrate that it effectively uses its available resources.

- Does your Partnership know where it is going? Has your Partnership developed a business case to convince others to fund its activities? Wouldn't you rather embark on a trip with a map than just wander around hoping you'll get to your destination? The same holds true for a Resource Partner.

- Does your Partnership have the capacity to use additional resources effectively? What resources do you really need? Would your Partnership be able to effectively direct 200 additional volunteers or would they lose interest while waiting for you to organize their activities?

- Remember when mobilizing resources that "it's not just about money" and it is important that you are not setting yourself or your Partnership up to compromise your vision, mission and/or goals.

- Does your Partnership potentially serve as a model for others to apply or to benefit from? Many Resource Partners will look positively upon a Proposal that has the potential for a broader application or far-reaching benefits.

- Who else should your Partnership invite to get involved before you approach the Resource Partner? Has your Partnership reached out to all relevant stakeholders?

- How well is your Partnership working and is it effectively communicating its success? Does your Partnership have a measurable way to define its goals and evaluate its progress and outcomes? Detailed guidance on forming metrics for communicating success can be found in *Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes*.

- What does your Partnership have to offer in return for support? How can you further the interests of the Resource Partner? Are there opportunities for the Resource Partner to leverage its involvement in the Partnership's activities?

By answering these and a few other questions, your Partnership should be able to build the business case that the Resource Partner needs to justify its support. In addition, answering the questions will assist your Partnership in addressing the Resource Partner's criteria. Once you understand the operation and needs of your own organization, you will be better prepared to present this information to others.

As you will learn from the following discussion, there are at least seven distinct steps your Partnership should consider when mobilizing resources to improve the efficiency of resource requests and the effectiveness of their use. These are iterative, as shown in the figure below and as more fully described throughout the primer.

Your proposal or mine?

There are two types of Proposals: those that are solicited and those that are not. In the first type, a Resource Partner makes a formal call for interest through a request for proposal or "RFP" or a request for information or "RFI". The Resource Partner generally describes the project objectives (problem statement), provides a context for providing the support (current conditions), describes specific technical, staffing or timing requirements and/or establishes other criteria or conditions. The Resource Partner's evaluators review the submitted proposals against pre-determined weighting (for example, technical response, staffing levels and/or pricing) and the Partnership earning the most points in the evaluation is usually awarded the support.

If your Proposal is submitted in response to an RFP or RFI, make sure that you read and address the formal requirements – ignoring them can lead to a loss of points (in a technical evaluation) and in some cases an immediate rejection or a perception by the Resource Partner that you aren't interested in meeting or responding to its requirements. One way to avoid these errors of omission is to prepare a compliance matrix. Making a direct inquiry about any points that are not clear in the formal notice can also be beneficial, not only to make sure you fully appreciate the criteria but also to establish good rapport with the potential Resource Partner. If the Resource Partner and you have a mutual contact, you may want to ask the contact to mention the connection to the potential Resource Partner to further improve your chances of success.

> **Follow the Directions and the Directive**
>
> *One cannot overestimate the importance of following a Resource Partner's specific criteria when submitting a Proposal. For example, when responding to an RFP, adhere to the RFP guidelines for page length.*
>
> *In our experience, the Resource Partner's evaluators will actually count the pages in each section. If the number of pages exceeds the page length requirements, the evaluators may simply rip out the extra pages and key points may not be reviewed.*

Sample Compliance Matrix

RFP/RFI Requirement	RFP/RFI Description	Proposal Section Title	Proposal Page
Technical Quote Overview	Offerors shall provide a technical quote that includes the following three general areas: A. Management Approach and Technical Capabilities B. Personnel Qualifications C. Organizational Experience	 1.1 Management Approach and Technical Capabilities 1.2 Personnel Qualifications 1.3 Organizational Experience	 3-4 5-6 7-12
Technical Quote Sections	Discussion of background, objectives and work requirements.	1.4 Understanding of the Scope of Work	14
	Discussion of proposed methods and techniques for completing each task.	1.1 Management Approach and Technical Capabilities	3-4
	Discussion of any anticipated difficulties and potential recommended approaches for their resolution.	1.5 Identification of Challenges and Logistical Concerns	15-16
	Discussion of major logistical considerations.	1.5 Identification of Challenges and Logistical Concerns	15-16
	Discussion of performance-based metrics.	1.7 Project Performance Metrics	18
Management Approach/Technical Capabilities Evaluation Requirements	Understanding of the work, including creativity and thoroughness shown in understanding objectives of the scope of work and specific tasks, and planned execution of the project.	1.4 Understanding of the Scope of Work	14

In responding to a formal RFP or RFI:

- Make sure that you answer the questions adequately and demonstrate why your Proposal should be accepted. Your Proposal must address and respond to the issues raised in the RFP or RFI and should not simply restate the questions.
- Establish activities that should be completed by specific dates as "milestones" to decide whether to respond to a formal RFP or RFI. For instance, if an RFP requires that your team leader be a marine turtle conservationist fluent in Spanish and you cannot find an individual with these credentials three weeks before the Proposal is due, it may not make sense to spend additional Partnership time and resources to respond to the RFP.

Unsolicited Proposals are usually called "concept papers" or, especially in the foundation context, "letters of inquiry." Many Resource Partners make funding decisions primarily in response to unsolicited Proposals. These Resource Partners often request a letter of inquiry to determine interest and eligibility prior to submittal of a full proposal. In a concept paper, a Partnership reaches out to a potential Resource Partner with an idea, a problem statement, a potential solution and/or a description of how the Partnership can address the problem. Concept papers have both positive and negative aspects.

On the positive side:

- The Partnership is able to be more creative and flexible than in a response to an RFP or RFI.
- The Partnership can raise awareness about a problem or cause that it wants to address.
- The Partnership can build a business case around its unique capabilities, interests and skills.
- The Partnership can submit the Proposal according to its own timeframe and needs.
- The Partnership can use the same document for multiple potential Resource Partners.

On the negative side:

- The Partnership risks contacting a potential Resource Partner who has no interest. This is of particular concern for new partnerships and/or new causes.
- The Resource Partner is free to share the Partnership's intellectual capital and ideas with others (subject to legal restrictions).
- The Resource Partner is not obligated to adhere to specific deadlines or timeframes.
- The Proposal may not be fully developed and the Resource Partner may be uninformed about the topic.
- The Proposal is not designed for success and tailored to the Resource Partner's priorities.

In an unsolicited Proposal, you must explain why the Resource Partner should be concerned about the issue you raise and how your Partnership is best suited to address that issue. You need to get your Resource Partner's attention and you may be competing with many others who want its assistance.

You should provide examples of previous successes to gain support for your request. If your Partnership is a newcomer, you might want to team up with other successful organizations or individuals to get started. Do not forget to emphasize the depth of your Partnership's expertise and experience through your team members' resumes or curricula vitae.

Whether responding to a formal request or submitting an unsolicited Proposal, your Partnership should review the lessons learned and leading practices described below. Once again, the type of support offered or requested is irrelevant; the pitfalls to avoid are the same whether you seek funding, technical assistance or volunteers.

It can be useful to ask previous recipients of resources or grants for advice on what is effective for a certain Resource Partner, particularly with respect to informal requests. You may also want to contact the potential Resource Partner directly to gauge its interest in your ideas. Examples of additional information not generally available but provided by a Resource Partner in initial discussions can be found in the Appendices. Another way to gather informal feedback before sending your proposal is to invite donors or partners with special resources to visit your project. When such a visit is not an option, sending vivid examples of your work, such as documentary videos, is a highly effective way of drawing attention and helping you communicate your request. However, before sending such material as part of a formal response, be careful to check with the Resource Partner about any restrictions it may have regarding supplementary materials, such as restrictions on submitting additional attachments.

Ultimately, your Proposal should answer all of the questions the Resource Partner asks in the RFP or RFI or, in the case of informal requests, provide all the information it will need to make a decision. The responses must address all of the question words: **Who? What? Why? When? Where? How?** and, of course, **How much?**

Be sure that your Proposal is clear and supported by facts and that it tells the Resource Partner what it will receive in return for its investment in your Partnership. Some of the ways to ensure effective communications are to build an evaluation component into your project; include design activities that are linked to particular outcomes; list tangible deliverables that will result from your work; and clearly state performance-based results.

Obviously, Proposals must rely on the power of language to convey and convince. Try to mirror the language the Resource Partner uses in its organizational documents and RFPs. The aim is to develop a shared vocabulary that will help identify the common ground between you and the Resource Partner. Be careful, however, in your use of the Resource Partner's terms and buzzwords (that is, be sure you really know what they mean).

Once again, it is important to note that a **Treasure Chest** of current WW2BW-related funding resources is available on the **White Water to Blue Water website** at www.ww2bw.org. This frequently updated site identifies new and/or existing potential sources of funding for WW2BW-related projects.

We have described several ways you can clearly explain how your goals match the goals of your Resource Provider and how you can demonstrate that you are likely to attain those goals. The next step is to determine exactly what you need to request from your Resource Partner.

Follow the Directions – Anchors Away!

Anchors Away! is a public–private partnership promoting the use of mooring buoys to reduce the harmful effects of anchors on delicate underwater ecosystems, as well as encourage a reliable and safe system for dive operators to showcase a country's magnificent reefs. Anchors Away! provides the following example of its selection criteria:

Submitted Proposals must address and demonstrate strengths in the following areas and will be ranked accordingly:

- ***Importance/relevance/applicability of proposed project to Coral Reef Conservation Fund priorities**: Long-term conservation merit; degree of conservation urgency.*

- ***Technical merit**: Degree of technical credibility/feasibility; clarity of project logic framework; quality of proposed statistical indicators for assessing project outputs/outcomes.*

- ***Qualifications of organization**: Experience and expertise of organization and individuals.*

- ***Project cost**: Cost effectiveness relative to outcome/products; amount leveraged.*

- ***Outreach and education**: Degree of influence, exposure and outreach; potential transfer of conservation methodology/lessons learned.*

People, skills or funding? What resources do you need?

As stated earlier, when mobilizing resources it is important to remember that Resource Partners can provide support to your Partnership in many ways, and not all of them are or need to be financial in nature. Nevertheless, "sources of funding" is a good place to start – as long as you are not setting yourself or your Partnership up to compromise your vision, mission and/or goals.

Many Partnerships rely on grants for the majority of their funding. A *grant* is a financial donation to a person, organization or Partnership with a project or program. Grants can be awarded by governmental entities, foundations or individuals. Grantors can be locally, nationally, regionally or globally focused and/or based. Most grants are designed to fund specific areas of interest to the grantor, such as the environment, education or health.

Grants come in many forms:

- A *challenge grant* is a grant donated on the condition that other gifts or grants will be obtained according to some prescribed formula or other requirement, usually within a specified period of time, with the objective of encouraging others to give.
- An *action grant* (also known as a program grant) is a grant awarded to support an operating program or project.
- A *research grant* is a grant awarded to support research.
- A *declining grant* is a multiyear grant with diminishing payouts each year.
- An *operational support grant* is a grant to support day-to-day operations of an organization.

These grants are not mutually exclusive. For example, it is possible to receive a challenge grant that covers both program and operational support activities. Action and research grants are the most common. Operational grants are typically the most difficult to secure.

A successful funding strategy recognizes the importance of diversifying funding sources. Partnerships should seek grants from a mix of donors, including governmental entities, foundations, businesses, individuals, schools, colleges and universities, as well as from a variety of geographic locations (local, national, regional and global). By diversifying your funding sources, you can minimize the effects of losing funding due to an industry-specific event or changing preferences of donors. It also shows that you have initiative and may make Resource Partners think you are a safer investment.

For example, a marine protected area relying only on tourist entrance or dive fees could experience a sudden drop in funding if air travel was curtailed due to war or an airline bankruptcy. On the other hand, a marine protected area relying on tourist entrance fees, foundation support and government subsidies would have a stronger financial base and probably be less at risk from a downturn in air travel. While diversification of funding does not guaranty continued funding, it does lessen the probability of your losing a significant amount of funding.

Partnerships should also consider diversifying their funding sources to include alternative funding mechanisms outside of grants (see *Have you considered innovative financing tools?* below).

Larger organizations may be in a position to explore more complicated funding mechanisms, often in conjunction with their local and national governments, such as debt swaps, national level fee systems or departure taxes.

Some Partnerships have even been successful running ecotourism enterprises to help finance their core missions. Whatever funding sources your Partnership considers, it is important to develop a complete business plan (see *Have you developed a strong rationale/business case?* below) to determine the desirability, feasibility and profitability of the new venture before you embark on it.

A business plan does not have to follow any specific format, but it should make conservative financial assumptions, based on achievable and practical situations, and be sufficiently detailed to gain the confidence and support of potential Resource Partners.

Once you know what resources you need, you should examine why a potential Resource Partner may be interested in offering support. It is important to look at what activities, methods and approaches potential Resource Partners favor so you can go after the right ones and tailor your Proposals to their preferences.

Finding the Right Partners – CAVU Working to Preserve Biological Corridors

The Calm Air, Vision Unlimited mission is to protect and preserve biological corridors in the Americas.

CAVU faces challenges not in applying resources but in locating them. Its main challenge is to identify and pursue suitable donors. Donors must have synergistic visions and missions, take an interest in CAVU's programs and find CAVU's work meaningful and effective. Another challenge is to understand donors' needs.

A final challenge in the "courting process" is to match CAVU's resource needs with donors' desired project results and financial expectations.

Do you understand your potential Resource Partner's drivers?

A Resource Partner is any potential source of support for your organization or cause. They may be individual donors, private foundations, government organizations or private companies. Their support may come as direct cash contributions, in-kind support, grants, volunteered services or donated products that help you carry out programs or otherwise achieve your goals. It is important to remember that there are as many different "drivers" or motivators for these Resource Partners as there are different sources and types of support.

Your Proposal will have a greater chance of success if it is tailored to the potential Resource Partner's drivers. To do this, of course, you will need to find out what those drivers are. Private foundations and some government grant sources often have well-defined reasons for giving and clear criteria for selecting the Partnerships they will support. With Most Resource Partners, however, this information is not so easily found; you will have to do a little investigative work to understand what may drive them to support your project.

Foundations usually publish or provide information about their mission and the types of Partnerships and projects they will support. Getting this information can be as easy as calling a foundation's office to request a set of grant guidelines or visiting its website. Many government funding sources now operate websites that provide at least basic information about what is driving them. There are also a number of independently produced foundation guides that can be very useful. One excellent source is the directory of environmental grant-makers produced by *Resources for Global Sustainability, Inc.*[1]

It is always a good idea to try to speak directly with someone at the foundation or the government agency who can provide the most up-to-date information about the types of projects they and their board have been supporting lately. The focus and direction of a foundation's or agency's funding often changes subtly from year to year. A program officer or the executive director of a foundation is an excellent source of information to help you craft a Proposal that appeals to the current set of factors driving the agency or foundation. This sort of communication may also help you avoid wasting time with a foundation or agency that has priorities that are clearly outside of your area of work.

Finding out what is driving private donors can be a much more challenging task. Speaking directly with the potential donor is often the best way to get information. It can also be helpful to speak to organizations that have received support from the donor. Understanding why those organizations were successful may give you clues as to whether the donor is likely to be interested in your project.

> *Why Weren't We Funded? Anchors Away! Offers Insight*
>
> *Mooring buoys lessen the harmful effects of anchors on delicate underwater ecosystems, as well as encourage a reliable and safe system for dive operators to showcase a country's magnificent reefs.*
>
> *Project A adequately addresses Anchors' goals, and the project has strong community support demonstrated by significant matching funds.* ***Outcome:*** *Funded.*
>
> *Project D only targeted a small isolated reef and was not deemed to have a high level of effectiveness relative to investment.* ***Outcome:*** *Not funded.*

---

[1] Resources for Global Sustainability, Inc. – Telephone: 1 (800) 724-1857, Fax: 1 (919) 363-9841, E-mail: orders@environmentalgrants.com, Website: www.environmentalgrants.com.

For example, say you learn that a donor funds projects on a particular Caribbean island because she has a winter home there. If your work focuses on several islands in the region, with this donor you would want to request support for a project focused on her island of interest. Another common scenario is that a donor likes to support work that he or his family members have occasionally volunteered with. In such a case, you could invite the donor and his interested family members to visit the project to get a first-hand look. Get them involved and let them see how crucial their support is to the success of the project. With individual donors, this often is an important driver – they want to feel that they are having a direct impact on your success. Even though most donors will deny it, they usually do want to be publicly recognized for their support.

The private sector has an even more complex set of drivers that typically are unique to each company. However, it is important to remember that even the most altruistic companies consider the "bottom line" when making decisions about philanthropic support. Would supporting your Partnership give them some sort of strategic edge in the marketplace? When a company does a good deed, it almost always expects to have that deed publicly recognized.

Determining the extent to which you can generate publicity for a company, or the degree to which your cause overlaps with a company's line of business, will help you decide whether your project fits the company's drivers. To get at this information, you need to have a good understanding of the company's product line and services and its geographic scope. It can also be useful to look at recent news coverage about a company to learn about its public image. A company that has recently received bad publicity about its environmental record in Latin America, for example, may be driven to support a number of worthy environmental programs in that region.

Of course, you will need to make decisions on a case-by-case basis about whether it is in your long-term interest to be affiliated with any given company or organization. In addition to accepting their support, it may be just as important for you to be able to help a company improve its environmental performance.

Now that you understand your potential Resource Partner's drivers, you need to develop a high-quality Proposal. The amount of research and preparation necessary to succeed can be daunting. But take heart: there are some concrete "leading practices" that are common to most winning requests. Making sure you have considered and adhered to these practices will increase the likelihood of your Proposal being accepted.

Should you "start where you are, do what you can, and use the gifts you have[2]"?

Pursuing support from others should be done only if you believe it will advance your vision and mission. Ultimately your effectiveness and performance result from the fulfillment you and your partners derive from the Partnership. Harman and Horman, authors of *Creative Work*, suggest that to be truly successful you should "start where you are, do what you can, and use the gifts you have." This approach helps foster more creative and meaningful work as well as more sustainable results for people and places most closely associated with your work.

Although there are no easy guarantees of a successful Proposal, whether it is an informal concept paper or a formal response to an RFP, there are a number of standard practices that Partnerships follow to improve their chances of a desirable outcome. Some of these leading practices are described below, expressed as a set of questions to ask at each step in the process.

Are you ready to make your resource request?

Before you begin drafting a request, you need to first be sure that you have answered some key questions for your Partnership and have the necessary elements in place. This preparation can pay off later by increasing the impact of your efforts and building a trusting long-term relationship with your Resource Partner.

- Are you maximizing your existing potential?
- Do you know where you are going? Do you have a strategic plan?
- Do you have the capacity to use additional resources effectively?
- Have you identified and involved all relevant stakeholders before asking for resources?
- How effectively is your Partnership working now? (An excellent resource to use in answering this question is *Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes*.)
- What kinds of long-term relationships would most benefit your work?
- What do you have to offer in return?
- What exactly do you need and why do you need it?

Are you asking the right provider for the right resource? Is it a good fit?

Once you are ready to make a request and you know what you need, it is imperative to find the right audience for your request. This requires research, and this primer offers a few suggestions on where to go. Asking the wrong provider for the right resource or asking the right provider for the wrong resource gains nothing and may be frustrating.

Using the guidelines below can help you identify a Resource Partner that will be the right fit for your Partnership. You might find common ground in one or more of the following areas:

- **Organizational mission**: There may be some shared vision and purpose within your and the Resource Partner's respective goals. These will clearly not align perfectly, but you can identify where they intersect and/or overlap.

---

[2] Harman, Willis and John Horman, 1990, *Creative Work: The Constructive Role of Business in Transforming Society*, Indianapolis, Knowledge Systems, Inc.

- **Targeted beneficiaries**: Pay special attention to shared constituencies and their needs (e.g., both your and the Resource Partner's local community groups) or relationships between your respective constituencies (e.g., hotel operators and local tour guides).
- **Operational approach**: Your means of executing projects may coincide with those of the potential Resource Partner (e.g., interest in the same geographies, technologies, community participation or shared markets). It is often a good idea to incorporate into your project a special advisory board, made up of experts, stakeholders and private sector members, to provide feedback throughout the planning and implementation of your project and to help identify similarities between the Partnership and the Resource Partner's objectives and methodologies.
- **Global objectives**: There may be global or international targets that you both care about (e.g., demonstrating progress towards access to clean water under the Millennium Declaration).

Is the timing right?

Make sure you meet all deadlines posted in an RFP or RFI and *never* submit a letter of intent, Proposal or other materials later than required or requested. Informal procedures that have no formal deadline usually have internal deadlines that you need to be aware of. For example, foundation boards may only meet once a year. Make sure your proposed project time line is realistic and leaves sufficient time for selection entities to consider and render decisions, and for staff to make full notifications. If not otherwise specified, you should allow for at least two months between the deadline and your proposed project start date.

It is also imperative that you consider general strategic timing issues, such as whether it may be an inopportune time to suggest a particular project or whether recent events make your Proposal especially compelling. For instance, a foundation that is a sister organization of a company that is a target of negative publicity about some issue might be reluctant to support projects that relate to that issue. On the other hand, current events such as natural disasters may highlight the need for some aspects of your project and so your Proposal would do well to give prominence to those issues.

Are you aiming toward long-term success?

Generating resources takes time and concerted effort. Long-term success rests upon your ability to build and maintain solid and effective relationships with providers, funders and/or donors. Your Partnership should be willing to invest in planting the seeds for these relationships. Proposals themselves often both draw from and generate relationships, whether they ultimately are short- or long-term, and whether intimate, formal or casual. Doing it right may make the difference not only for a positive response to your current Proposal, but also for long-term success in achieving your Partnership's mission.

Now that you have incorporated leading practices into your Proposal, you need to articulate your business case, including how your project relates to the potential Resource Partner's activities and interests. You will need to integrate all the things you have learned to convince the Resource Partner to support your Partnership in undertaking the proposed project.

Have you developed a strong business case?

Now that you have gathered data on your Partnership, figured out your potential Resource Partner's drivers and analyzed your situation, you are ready to construct a convincing argument for your Proposal. The right approach, rationale and strategy are crucial in attracting support for your Proposal.

A *business case* guides a Partnership's planning and decision making. It also serves as a tool for convincing potential Resource Partners of the benefits of supporting your Partnership, while educating them about the changes, costs and risks that will be a part of the effort. Your business case needs to inform key players and Resource Partners about your own purpose, the initiative and the overall impact of your Proposal while convincing them to support it in some specific ways.

There are generally several common components to business cases. While your Proposal may not have or need all of these elements, you should consider incorporating the relevant ones into the business case that will be included in your Proposal.

A *problem statement* clearly defines a problem, need or opportunity. When developing the problem statement for your business case, the key is to state the problem in terms of the benefits for the community, your Partnership and/or your Resource Partner. Explain how the community is impacted by the inability to resolve an issue and include several true stories that illustrate the problem and its consequences for real people.

A *mission statement* or *vision of the future* clearly articulates how your Partnership will improve a specific situation – community health, safety or security will be improved once the underlying problem is addressed. Describe your vision in terms of the benefits to the community and impacts on people, not just how environmental or other conditions will improve.

Identify *specific objectives for the current initiative* that will help your Partnership realize its vision of the future. While "improved public health, safety and security" are admirable goals, they are too general. You need to express your Partnership's objectives in specific terms that people will understand, such as "improved access to clean water by 25% of the island's population." Using the results of your detailed analysis, identify the key aims of your Partnership's proposed project. State your goals briefly and in plain language and then elaborate as needed to explain them fully.

Identify your *preferred approach* in a brief statement that describes how you are going to solve the problem. A complete statement of approach specifies the following:

- Problem to be solved and the desired end state.
- Expected participants and their roles.
- Customers or beneficiaries and how they will be impacted.
- Methods and strategies to be used.
- Innovations and other changes needed to solve the problem.
- Credentials of the participants chosen for the project (including their expertise, previous accomplishments and passion for the work).

List the *alternatives considered* that your Partnership has identified and evaluated. Even though you have determined the best possible way to solve the problem, there may be some audiences that question your approach. It is important to protect your business case from the potential lack of support. Detail the acceptable alternative approaches that will achieve your Partnership's future vision.

It is also helpful to describe the potential approaches that you considered and explain why they were discarded and to outline the compelling reasons you had for choosing your approach over others (since these reasons may not be evident to the potential Resource Partner).

Prepare a *budget* that provides enough detail to assure your potential Resource Partner that you fully understand the amount of effort and time required to complete the proposed activities. On the other hand, you should avoid inundating them with too much detail. Also, remember that most Resource Partners will have a fairly good idea of what things cost, so listing excessively expensive line items may adversely affect your chances of success. There are many different formats for preparing budgets, but at a minimum, you may want to include:

- A breakdown of the expected number of hours or days that various staff will work on the project. While you may not want to provide individual staff salaries, you could break these costs down by staff level (e.g., partner, associate, technical specialist) or by project activity (task 1, task 2, etc.).
- An estimate of travel costs and other planned out-of-pocket expenses. Travel costs may include transportation, lodging, food, visas, insurance, mileage and/or airport taxes, while out-of-pocket expenses may include insurance, fees, certifications, training costs, professional fees, printing costs and/or shipping costs.
- An estimate of expenses related to management oversight, editing and quality reviews.
- An estimate of capital equipment and facilities and supply expenditures.
- An estimate of overhead costs (operations, maintenance and/or fees).

Quantify the *expected benefits* resulting from your Partnership's proposed solution. Demonstrating the benefits of solving the problem is an integral part of your business case. Resource Partners want to know how your Partnership's project will help them in their business and their community. You should identify and discuss the positive effects of the changes your project will entail. While many benefits can be realized collectively, it is also critical to identify benefits that are specific to each of your stakeholders.

Communicate, track and report on your *performance metrics*. If Resource Partners are going to continue providing their support, they will want to know that you are delivering on your promises. Performance metrics give your stakeholders a concrete way to assess whether the project is performing to their expectations and identify where improvements are needed. Example performance metrics include indicators of customer satisfaction, statistics on improved environmental conditions, and data on improved health, cost-efficiency and time savings. It is also important to capture the intangible benefits – such as increased public confidence – as thoroughly as possible. In order to retain support and funding beyond the initial approvals, you should give regular progress reports against the performance metrics established in your Partnership's business plan. (See *Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes*.)

Identify, inventory and explain the *risks and how they would be addressed*. Risks are an inherent part of the implementation of any project. Showing potential Resource Partners that your Partnership understands the risks, and how to mitigate them, is an important part of your business case. State the risks you are likely to encounter on a project, based on your risk analysis, and describe your method for addressing each one. Explain how the approach you have chosen reduces the risk or at least takes it into account. Anticipate the kinds of questions people will ask about risks and prepare your answers in advance.

A well-conceived *work plan* is a critical component of your business case. The work plan must take into account the existing infrastructure and the funds, staff, time commitments and other changes required to make your Partnership's vision of the future a reality. Your work plan statement should also include a section on your efforts to coordinate resources with other initiatives in the area.

Time lines are an easy and effective way to show how long it will take to complete each step of a project. Fill your time line with important project milestones, which serve as attainable short-term goals, and with evaluation points that keep the project heading in the right direction and on schedule. These milestones will also help keep people's interest in your project, especially if it is likely to span several years. Think about how you will demonstrate the achievement of each milestone as it occurs and let people see all that you have accomplished with their support.

Consider including a *communications/dissemination plan* that addresses how you will leverage the resources provided by the Resource Partner to expand or amplify your message. As financial resources may be limited, Resource Partners are often interested in seeing the resources they provide to a Partnership "multiplied" or "leveraged" to help other organizations or other recipients. By clearly stating your Partnership's intent to share with others, your Proposal may become more appealing to potential Resource Partners. To reach a broader audience, in the WW2BW region of the Caribbean, you should consider having work products translated into French, Spanish, Portuguese and/or English.

Understand *project management and human resources implications*. All the planning and support in the world will not make your Partnership's project succeed if you don't have a highly qualified person running the show and the right people working on the effort. You need a project director who will take responsibility for the project, manage activities and direct staff. The project director must be capable of implementing the project effectively, and be acceptable to all parties involved in the effort. The project director's qualifications and responsibilities must be carefully described in the business case.

Pay special attention to the "people" components associated with your initiative. Explain how you will deal with the general shortage of professionals and the fierce competition for skilled people. Describe how you will prepare existing staff in every specialty for changes through orientation, training, peer consulting or other methods. Identify functions that are likely to handled by consultants or outside contractors and explain how you will monitor their performance.

Many proposals are rejected because they lack a *management plan* describing how resources will be allocated and safeguarded. Be sure to provide credentials for the personnel who will be caretakers of the resources. Also, be realistic in your request: Don't overpromise and underdeliver or donors will lose confidence in your management capacity. Finally, be consistent. Ensure that your request is in line with the stated needs, supports the explicit goals and produces the deliverables promised. Using a compliance matrix can help ensure that you have addressed all of the required proposal elements.

Whether formally required or not, it is a good idea to have *evaluation processes* in place. All providers will want to know not only that their resources are making a difference through your program, but how they are making a difference. They will be thrilled and willing to continue to provide resources if you can explain this in measurable ways (again, see *Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes*).

Anticipate the *opposing arguments and responses* that your business case is likely to evoke. Your earlier analysis that identified points of contention and alternative ways of looking at the issues will help you prepare to defend your decisions. Expect those issues and alternatives to be raised by one audience or another. Anticipate their reactions and prepare responses that are positive and well reasoned.

Make sure you have solid data to back up your position; for example, show how the advice of recognized experts or the experiences of other professionals in the field support your approach. You should also listen carefully to everyone's concerns and be willing to consider new ideas that might improve your plan.

Remember, a strong business case is a request for support for a project, usually involving a resource investment and most commonly a financial commitment. It is quite possible that your business case is well written and compelling, but other priorities will take precedence. It may also be that the decision-making body is well informed by your business case but does not agree with your conclusions. There are, however, other common reasons for business cases to fail, including:

- The argument for the Proposal is unconvincing.
- There are gaps in the evidence supporting the argument.
- The methodology used to assess the options is not understood or accepted.
- One or more members of the Partnership have no proven track record.
- The costing lacks rigor.
- The requirements set out in the guidelines have not been met.

Common Business Case Elements

- Problem statement
- Mission statement or vision of the future
- Specific objectives for the current initiative
- Preferred approach
- Alternatives considered
- Budget
- Expected benefits
- Performance metrics
- Risks and how they would be addressed
- Work plan
- Time lines
- Communications/dissemination plan
- Project management and human resources implications
- Management plan
- Evaluation processes
- Opposing arguments and responses

Your aim in constructing your business case should be to outline all of the relevant information and the argument for your recommended course of action in a clear, logical and comprehensive, yet uncluttered, manner. Your business case will be more convincing if the arguments are supported by hard data. Include the following:

- Summaries of stakeholders' views and evidence of your consultation with stakeholders.
- Comparison of the existing situation and the improved situation expected to result from your proposal.
- Experience of other agencies or organizations in implementing the same kind of project.
- Accurate costing of options and of expected benefits, based on a thorough, transparent approach and using the relevant assessment tools.
- Articles and other references, culled from websites, libraries and other sources, that discuss options to address the issues or problems you raise.

This information may be summarized in the main body of the business case, but the actual data should be in an appendix.

Now that you have articulated your business case, you can look at a few innovative funding sources. Since others may not consider them, exploring these sources could set your Proposal apart from the rest. Remember, because there are limited resources available, your Proposal should not just be good – it should stand out for its innovation, clarity, strength and accountability.

Have you considered innovative financing tools?

Partnerships often turn to government agencies, multilateral organizations like the Global Environment Facility or private international foundations like the Rockefeller or Ford Foundations for grants to finance their core operating activities. The sad reality is that international aid is decreasing, while the number of Partnerships seeking support from the same Resource Partners keeps growing.

Consequently, it is important for Partnerships to begin to explore new funding strategies, new sources of "earned income" and innovative sources of financing to support their activities. This is especially important for paying for operating expenses, which Resource Partners often do not support since they focus primarily on funding specific projects and/or programs.

There is a growing trend for regional, national and local Partnerships to expand their funding sources to include so-called "innovative financing." These financing strategies can provide continuous funding and funding diversification that give financial stability to projects and organizations.

User fees are direct charges for the use of a public good or service instead of a tax or other fee levied on the public at large. A Partnership that manages a marine conservation area, for example, may charge a variety of fees, such as membership fees, entry fees, guiding fees, diving fees, mooring fees or concession fees (giving an individual the right to operate a business). The Partnership may also charge for various permits, such as photo or video permits, permits to export scientific samples or permits to conduct tours. The fees collected can provide vital operational support to protected area management organizations.

Merchandising is a form of marketing in which the image or brand of one product is used to sell another in exchange for a fee. Partnerships that manage marine conservation areas, for example, may allow others to sell merchandise to visitors (and other local stakeholders, such as nature guides), including tee shirts, hats, stickers, mugs, stuffed animals and other products. Your Partnership could sell products that enhance a visitor's understanding of your project and project area, including books, videos and interpretive pamphlets that offer a way for visitors to continue to identify with the place they visited. Tee shirts, hats and other tangible products that include your name and logo have the added benefit of promoting your project or Partnership.

Earned income strategies entail undertaking business activities that can generate revenue for your Partnership. For example, some research organizations sell their publications. The Caribbean Conservation Corporation provides sponsorship opportunities for museums and aquariums to purchase satellite transmitters (both the cost of the transmitters and the associated installation and satellite time costs). The transmitters are used to study migratory patterns of sea turtles, which informs plans for conserving these species across the Caribbean.

> *Specialty License Plates: Florida Sea Turtle Grants Program*
>
> *STGP is funded by a portion of revenues from Florida's sea turtle specialty license plate, which is purchased voluntarily by Florida vehicle owners. Established by legislative statute in 1996, the STGP is a mechanism for distributing grant funds each year to support research, conservation and education programs that benefit Florida sea turtles. Seventy percent of sea turtle license plate revenues received by Florida is distributed to the Florida Fish and Wildlife Conservation Commission to fund its Marine Turtle Protection Program, and the remaining 30% is earmarked for the Sea Turtle Grants Program, administered by the non-profit Caribbean Conservation Corporation.*

Park management organizations often operate concession stands to sell food to visitors. Some not-for-profits run bakeries that offer employment to a target population (e.g., underemployed local youth). They then sell their products to area hotels or other businesses and use the proceeds to support the program.[3]

Partnerships can conduct *campaigns* to raise a specific amount of money or to raise awareness among a target population. Many successful campaigns seek relatively small contributions from a wide audience. A campaign requires a work plan, a marketing/communications plan and a budget (these are described in more detail later). Successful campaigns almost always involve a considerable amount of planning and preparation.

Campaigns are often centered on a specific goal or cause that resonates with and inspires potential contributors. Some Partnerships undertake *annual campaigns* to solicit support on a regular basis. An annual campaign can be combined with a special event, such as a fair, auction, tour, lecture series, gala or concert – or any other activity that will attract the Partnership's desired audience.

In-store campaigns that offer retail customers the opportunity to round-up for "the planet" or "your local endangered species" can be very successful. Some shop owners will allow Partnerships to set up collection boxes near the cashiers where customers can deposit the small change from their purchases. Thoughtful marketing strategies are required to reach out to businesses and to develop the promotional materials associated with these campaigns, as well as a thoughtful plan to communicate progress and results.

These campaigns may focus on a specific cause or a broader issue, such as "Pennies for the Planet," a campaign that encourages school children to make contributions for the environment. Another example is the Foundation for the University of Mexico, which targets students in a "Peso for books" campaign. Collection boxes at university libraries solicit one peso (US$0.10) from students. With 11,000 students visiting the library every day, even a 5% response rate yields very sizeable contributions that enable the university to maintain its libraries and build new ones.

Membership campaigns are another way to generate unrestricted support for your Partnership. They usually require your Partnership to articulate clear benefits and possible member services.

Directed campaigns provide a link between a company's activities and your Partnership's project. These campaigns may be directed at a company or a smaller entity. In a campaign for protected areas, for example, managers might solicit area tour operators, dive shops and hotels to add a fee to their customer charges that is earmarked for park management. To initiate a directed campaign, a Partnership must be able to articulate the benefits for the organization, such as increased loyalty from customers who like to support a company that is giving something back to local nature areas.

The Four Seasons Resort in Nevis, West Indies, developed an education and amenity program that supports the Caribbean Conservation Corporation. The resort adopts a sea turtle for each family that checks in with children aged 16 and under. The "Adopt a Turtle" package includes a color certificate with picture of the turtle, a conservation guide, a colorful decal, a logo magnet and a one-year complimentary subscription to CCC's quarterly newsletter. The "adopted" turtles are among a select group that have already been named and tagged with satellite transmitters for scientific research purposes. Children then have the unique opportunity to continue an Internet-based program at home or at school, where they can track the migratory patterns of their turtles using the maps on CCC's website, www.cccturtle.org.

---

[3] For more information about earned income strategies, visit www.sealliance.org.

Partnerships have developed a broad array of approaches to solicit support or sponsorship from corporations and other organizations that are active in their areas of interest. The successful campaigns typically find a way for companies to articulate how the value of their sponsorship can boost their employee morale, foster customer appreciation and loyalty, or attract new customers or other stakeholders.

Competitions for prize money are another innovative source of funding that is not often considered. Although competitions are few and far between, and may provide smaller amounts of funding than other sources, they can sometimes bring additional benefits. A Partnership that wins a prize often gets mentioned in the local, regional or technical press. A competition that includes formal presentations, poster sessions or showcase demonstrations can be an opportunity for the Partnership to articulate its mission and objectives, and may prove to be a venue for finding new Resource Partners. In addition, competitions that are organized around a common theme – such as access to clean water or payment for environmental services – may allow like-minded Partnerships to network, share ideas and discuss collaborative opportunities.

Earned income strategies are challenging, but they have proven very beneficial to some Partnerships. Overall, developing and implementing innovative financing strategies requires time and creative thinking. The additional support they provide is usually in the form of small donations from area stakeholders who see clear value from contributing to a specific cause.

> *A Competition for Funding: PLACA Water Prizes*
>
> *PLACA will award a cash prize to a school, individual, organization, community or business for an outstanding and notable water-related achievement. Points are awarded for the following criteria when selecting the PLACA prizewinners:*
>
> - *10 – Innovation*
> - *20 – Impact*
> - *10 – Reality and relevancy*
> - *15 – Indicators*
> - *15 – Sustainability*
> - *15 – Replicability*
> - *15 – Sharing knowledge*
>   *100*

Before pursuing new strategies, your Partnership should answer several important questions:

- Does your Partnership currently have sufficient strength to invest the time, effort and resources to develop new financing sources, which typically require an upfront investment?
- What assets and competencies does your Partnership have that might provide a platform for earned income strategies or creative fundraising?
- Can you identify strategies that are aligned with the vision and values of your Partnership?
- Can you articulate the value you create for stakeholders that might be the basis for soliciting support?

It is important to be aware of the full range of resources, including time-honored resources, that can be requested or offered. You need to know if your Partnership is capable of handling certain types of resources or, more simply, if it is interested in pursuing them.

What are time-honored resources?

Over time a variety of resources will likely be invested by you and others in your Partnership and Partnership activities. The resources invested are forms of capital available from civil society, government and businesses—and may include natural, cultural, human, social, political, financial and built capital. The various forms and sources of capital may be considered traditional or non-traditional depending upon who you are (e.g., your experiences, profession, interests, etc.), where you are and the geographic reach of your Partnership.

Traditional sources may include local, national and international government agencies, non-profit organizations, foundations and financial institutions. Locating traditional resources is generally more straightforward; they are typically listed in directories and can be identified and contacted through websites. In many cases, traditional resource organizations advertise availability of resources and may supply detailed instructions and guidance for submission of proposals.

While traditional resources are well defined and easily identified, the opposite is true for non-traditional resources. Accessing these resources entails a completely different and often innovative approach. Support from non-traditional sources is usually connected with a specific objective or cause of the organization or individual. These causes or objectives can vary widely, and in many cases they are not obvious to the potential support organization until it is pointed out to them. The key is that most organizations or individuals want something in return for their support. This can range from simply being acknowledged for their support to improving their image or promoting or sustaining their business enterprise.

Non-traditional resources are ever-changing and can vary geographically, thematically and temporally. Consider, for example, a wealthy homeowner who is motivated to become involved in a cause because his ocean front estate is experiencing the peak of a sustained red-tide event. In other words, success is a matter of being in the right place at the right time with the right proposal. Identifying non-traditional resource prospects might seem more fortuitous than logical, but in reality one can improve the odds of success by doing some homework.

For example, in the Caribbean there are a number of potential non-traditional Resource Partners. The cruise line industry depends on the health and welfare of the region for much of its own economic base. Private yacht owners are more concentrated in the Caribbean than any other place in the world and many also have estates or other vested interests in the region. International developers, who may be held accountable for the environmental impacts of their projects, represent another potential non-traditional resource.

In some cases, non-traditional resource providers are truly sympathetic to a cause and to supporting it with hard funding or in-kind contributions. These are the ideal organizations or individuals to seek out because if you have a good Proposal it will be easier to get an audience and the likelihood of success is greater.

> ### Connecting the Dots
>
> *Funding for environmental projects could be raised from donors who are interested in funding projects on a particular island because they have winter homes there. If your Partnership happened to work on several islands in the region, you could request support for a project focused on the island of interest to those donors.*
>
> *Another common scenario is that donors like to support work that they or their family members have volunteered with. In such a case, you could invite the donors and interested family members to visit the project to get a first-hand look. Get them involved and let them see how their support has a real impact on people, places and the planet.*

A major challenge in finding non-traditional support is identifying who might be interested in your project and who might benefit from supporting it. This leaves a broad spectrum of possibilities that can be narrowed dramatically, particularly if you focus in the Caribbean region.

The first step is to target organizations or individuals who have resources to provide and who might be interested in your project region or topic. The second is to define the scenarios that connect your project to significant interests of the organization or individual. The third is to develop a succinct Proposal that spells out why what you are doing is important and how it benefits them. The fourth and probably most difficult is to get your Proposal to the right person for consideration. However, sending your Proposal directly to a potential non-traditional resource provider has a low probability for success. The most effective avenue is through an intermediary who can introduce you or get your Proposal to the right person.

Other non-traditional sources include the following:

- *Trust funds* can be funded through campaigns where you secure an endowment to invest in capital markets; the interest earned provides a permanent income stream.
- *Debt-for-nature swaps* are possible in countries that support projects in conservation areas as a means of removing their international debt.
- *Volunteers* can provide "sweat equity" and reduce operational costs and may be interested enough in the cause to make additional financial contributions.
- *In-kind contributions* have value, especially for meeting matching funding requirements.

All of these types of resources are available from the private sector as well as other Resource Partners. When dealing with the private sector, there are a few factors you need to keep in mind.

How do you engage the private sector?

The following issues and strategies should be considered when developing and leveraging relationships with the private sector to promote your Partnership's vision, especially if it ties into the WW2BW mission to promote the practice of integrated watershed and marine ecosystem management in support of sustainable development.

Why? As your Partnership evolves into a more mature and structured organization, your efforts to engage the private sector should become more systematic and professional. Your Partnership should not view private sector organizations simply as "deep pockets," but rather as potential partners and collaborators. Many private sector organizations are faced with funding constraints and so even the most altruistic companies consider the "bottom line" when making decisions about philanthropic support. In order to engage the private sector, it is important to develop a thoughtful strategy to create collaborative "win-win" opportunities.

Who? Private sector organizations operate in a multitude of areas that can bring value to your Partnership. Private sector organizations are not only sources of funding, but are also potential sources of technical and professional experitise as well as other in-kind contributions, publicity and/or volunteers. A telecommunications company can provide publicity and amplify your Partnership's vision. A travel agency can educate tourists and promote sustainable tourism initiatives. A food and liquor franchise can distribute cause-related marketing materials in its products or via its distribution network. A mining company can incorporate sustainable methods in its extraction and reclamation activities. Dive shops and charter boat operators can patrol marine protected areas and protected coral reefs to help ensure their conservation.

While most private sector organizations could make good Resource Partners, there may be some companies that your Partnership may not want to approach. For instance, organizations involved in illegal activities (such as drug smuggling, illegal mining or trading of plants and animals in contravention of CITES), or a company that recently received bad publicity about its environmental record, may be driven to support a number of worthy environmental programs in their region. Of course, you will need to make decisions on a case-by-case basis about whether it is in your long-term interest to be affiliated with any given company or organization. In addition to accepting their support, it may be just as important for you to be able to help a company improve its environmental and conservation performance.

Where? Although the current focus of your WW2BW Partnership may be in the greater Caribbean region, you may want to connect or expand to other parts of the world in the future. Ideally, you will develop relationships with companies operating in the WW2BW region. This may include companies doing business or headquartered in countries in the Caribbean region or companies importing to or exporting from the region. On the other hand, you may want to consider pursuing a relationship with a company that does no business at all in the region if there is an agreement of purpose with your Partnership's activities. Obviously, the best-case scenario would be to find a company operating in the region that is already promoting your Partnership's visions, such as sustainable tourism or environmentally sound marine transportation.

When? There is no required timeframe for engaging with the private sector. Ideally, your Partnership would reach out to companies during the project planning stage, rather than once the activity is already underway. However, companies often want demonstrable proof that a Partnership is able to manage and complete a project, and so they may not be open to providing support early in your engagement.

There are several questions that you should be able to answer before seeking support from the private sector – or any other potential Resource Partner:

- Is your Partnership maximizing its existing potential? How do you evaluate and improve your efficiency?
- Does your Partnership know where it is going? Have you developed a business case?
- Does your Partnership have the capacity to use additional resources effectively?
- Who else should your Partnership ask to get involved before you reach out to the private sector?
- How well is your Partnership working and is it effectively communicating its success?
- What does your Partnership have to offer in return for support? Why would a resource provider want to support you?

How? In order to engage companies, you must determine what their organizational drivers are, where their funding interests overlap with your Partnership's needs, and how supporting your Partnership's activity would give them a strategic edge in the marketplace. You will have a better chance of developing and nurturing a relationship with a company if you can identify and articulate the mutual benefits. The following are specific opportunities for outreach to the private sector that your Partnership may want to consider:

- **Service industry**: Companies involved in the service and tourism sectors (tour operators, hotels, dive shops, airlines, rental car agencies, marine transportation providers, etc.)
- **Trade and/or business associations**: Associations focused on promoting industrial development, specific businesses or product lines (e.g., marine transportation), and/or geographic locations (e.g., industrial parks in the Caribbean region).
- **Conferences, workshops and symposia**: Events focused on WW2BW themes such as integrated watershed management, marine ecosystem-based management, sustainable tourism and/or environmentally sound marine transportation.
- **Product manufacturers**: Companies manufacturing products used in the Caribbean region, including scuba and snorkeling gear, diesel generators and marine-related equipment (e.g., outboard motors).
- **Export guaranty agencies**: Agencies promoting exporters from the Caribbean region.
- **Commodity industries**: Companies developing, growing, harvesting, extracting and/or trading commodities from the Caribbean region (timber, ore, coffee, etc.).

Sometimes you may have access to volunteers or materials instead of grants. You need to determine whether you have the ability to work with a larger group and keep track of these resources. This is especially important if you are seeking support from companies that require employee volunteer participation as a precondition for providing funding. If you can use these resources effectively, they will be helpful additions to your Partnership's activities.

Are volunteers worth the effort?

Volunteer drivers

For many non-profit organizations, one of the greatest expenses is annual labor costs. To alleviate this expense, they often look to volunteers to assist in many aspects of their work. Volunteers come in all shapes and sizes, and each comes prepared to contribute a unique set of skills. The key is to attract the right sort of talent for the right job. It is also important to remember that volunteers are just that. They must be treated with the utmost respect because they are donating their time. At the same time, it must be understood that volunteers come and go at their whim. Success occurs when the Partnership has established the capacity to work with volunteers and volunteers demonstrate loyalty and commitment to the Partnership.

Tapping into potential sources of volunteers requires creativity and an awareness of what sorts of things tend to motivate people to volunteer their time. For Partnerships that engage in fieldwork programs, there is a growing pool of volunteers who are motivated by the desire to contribute their skills to "make a difference" in the welfare of either people or natural resources. There also is a steady flow of graduate-level students looking to gain valuable field research experience. In the case of the Caribbean Conservation Corporation, which offers three-month-long field research programs working with sea turtles, volunteer research assistants tend to be motivated by the opportunity to get field research experience, to work for CCC, and to live in and explore a new place. Still other volunteers are looking for shorter-term opportunities to participate in a meaningful effort to study and conserve an endangered species. Other participants want to be near and get hands-on experience with an animal or resource they have always liked or found interesting.

Another source of volunteers is individuals who, as they reach a certain point in their lives or in their careers, begin reflecting on what it is they have done to help make the world a better place. Upon finding their contributions to society lacking, many of these people look for volunteer opportunities that give them a chance to get involved in something that matters. These individuals are usually productive and dedicated volunteers. They are motivated by a sincere desire to contribute. If their interests overlap with the work being done by your Partnership, they may become a real asset.

To make the best use of volunteers, and to ensure that volunteers return time and again to contribute their services, it is vital that you structure an organized participation program. A key to success is to have someone in the Partnership serve as the volunteer coordinator. Alternatively, you could designate a staff person to be responsible for supervising volunteers. Volunteers need to be provided with clear direction and must have access to all the resources they will need. It is also vital that they see exactly how their work, no matter how trivial, contributes to the overall goal or mission of your group. Volunteers can be willing to do almost any task as long as it really contributes toward a meaningful goal. As you learn more about a particular volunteer's skills and commitment, you can gradually give them greater levels of responsibility and begin to utilize the full range of their abilities.

Methods to attract volunteers

There are many ways to locate and attract volunteers. One of the most obvious sources is from within your organization's own membership or inner circle of supporters. If you produce a newsletter, it is always appropriate to include a blurb advertising volunteer opportunities within your Partnership. Another strategy is to use direct marketing techniques, such as posting volunteer program announcements to email listservs, posting information on environmental or volunteer websites, conducting mailings to travel agents, or placing notices in travel magazines and newspapers. Some communities have a clearinghouse for volunteers. Retired individuals often register with these "volunteer centers" to keep an eye out for interesting opportunities.

Likewise, if you happen to be located near a university or other school, students looking for practical experience can make for perfect volunteers. Any and all methods for attracting volunteers should be explored.

Volunteers are not free

It is important to understand that while volunteers are often energetic, committed and passionate, developing volunteer programs is not free or without risk. A best practice is to have your Partnership's volunteer program coordinator interview potential volunteer participants to ensure that they understand the potential risks (including the health risks) of participating in your project. This is especially true with WW2BW projects operating in the wider Caribbean region, where volunteers run the risks of heat stroke or disease (such as malaria or stomach ailments), or may be operating in remote locations far from emergency medical services. By conducting interviews, the volunteer program coordinator can also assess and manage the volunteers' expectations; explain the project rules, guidelines and objectives; help the volunteers in completing the required documentation and ensuring that they have the correct clothing and materials; and conduct preliminary training.

Now that we have examined what should go into planning, writing and customizing a resource request, you should make sure you are not making any small (but glaring) mistakes that would give your Resource Partner a reason to reject your Proposal. Sometimes, when faced with two more or less equal Proposals, Resource Partners may resort to looking at the small differences.

Are you avoiding common pitfalls?

Below are several practical hints to ensure that your Proposal is presented in the best possible light and that it addresses the Resource Partner's concerns. They may be applicable for both formal requests (RFPs or RFIs) and/or unsolicited proposals (concept papers).

Use formatting appropriately
- Use a lot of white space to break up text – a dense page of solid text is off-putting.
- Don't overuse **bold**, *italics* or 𝔪𝔲𝔩𝔱𝔦𝔭𝔩𝔢 𝔣𝔬𝔫𝔱𝔰. Different typefaces are often used to highlight perceived important points, but they can be distracting. Choose a common font and type size that will be easy to read, avoid using italics for blocks of text and use bold rather than underlining for emphasis.
- Don't forget to check spelling, punctuation and grammar, and make sure that figures and numbers tie. Errors at this level often demonstrate a lack of quality control or attention to detail that can be unnerving to a potential donor.
- Avoid overuse of signpost language such as "set out below" or "see page 14" that require the reader to interrupt the flow and turn to another part of the Proposal.
- Keep background information out of the main text and don't refer to it all the time.
- Bullet points and lists help make the text clear, but be sure that you punctuate consistently and evenly throughout the document.
- Use the same voice throughout the Proposal – it is easier to follow and allows the reader to focus on the content, not on trying to figure out who is speaking and why.
- Keep it simple – readers can only absorb a limited amount of information in one go, and in many cases will only have time to skim read. Be clear, specific and concise so that your message will be easily and quickly understood.
- Make sure that your layout allows key facts, arguments, information, conclusions and recommendations to stand out.
- Use short section headings that stick to the point – don't try to be too clever.
- Remember that "less is more." Don't write long sentences or paragraphs when short responses are adequate. Try to keep your sentences short and the average paragraph length below seven lines – each paragraph should contain only one idea.
- Don't provide too much background detail or non-essential information that might distract or confuse the reader.
- Use inserts effectively – illustrations, photographs, charts and tables break up the text and often communicate information more effectively than writing it out; make sure any writing on them is legible, and that they are positioned in the document close to the relevant text.
- Remember, it's all about formatting, formatting, formatting.

Apply logic
A good document can tip the balance in your favor, while a bad one can turn off your potential Resource Partner's interest. The importance of Proposal documents should never be underestimated, as they can:
- Grab the reader's attention, such as through a strong opening paragraph
- Clearly articulate observations, conclusions and recommendations
- Reinforce key messages
- Demonstrate your Partnership's abilities, creativity, ideas and value
- Show that you have listened and can respond appropriately
- Demonstrate all the thought and work that has gone into developing the underlying concepts.

A Proposal must be easy to read and well produced:

Leave enough time

Writing a Proposal is often cited as the most painful part of the process, but it doesn't have to be. Many of the problems occur because:

- Not enough time is spent on planning. Too often we dive in and start writing to meet an upcoming deadline, without really thinking about what we want to say. You need to have thoroughly mapped out your Proposal, including why it may be of interest to your potential Resource Partner.
- Key members of the Partnership team, who understand the Resource Partner and its areas of interest, are not involved in developing the Proposal. All team members should come together to plan the structure and content of a Proposal, so that their views are reflected from the start.
- People assume "cutting and pasting" from a previous Proposal will save them time. However, you will run the risk of sending the wrong message or leaving out important content. If the Proposal sounds generic, it's a waste of time.
- There is too much emphasis on your Partnership and no mention of the benefits that might accrue to the Resource Partner. Apply the "so what?" test to everything you write. Also, concentrate on what sets your Partnership apart from others.

Strategic writing

People underestimate the time required to think, write and edit. These steps always take longer than expected, so that you may not have enough time to do the job well.

- Think through the Proposal's structure and content before you start writing.
- Involve all key members of the Partnership team in planning the Proposal.
- Leave sufficient time to conduct a quality check. Do all of the figures add up? Are the table numbers and appendices correctly labeled? Is the tone consistent throughout the document? Have you used proper grammar? Did you cite all of the references fully and correctly?
- Always keep in mind your audience and their organizational culture, biases and interests.

What happens in between resource requests? Or, what happens if your request is denied? Every organization can take steps to maximize its existing resources. While our previous primer goes into greater detail, you should consider here how to improve your organization by conserving resources. This will also make you a more attractive applicant because it shows an attention to detail that others may lack.

What are "out of the box" issues such as improving your operational efficiency?

While obtaining resources from Resource Partners may be crucial to your Partnership's long-term success, it is also important to leverage and use wisely the resources you have at hand. There are several areas to consider.

Resource sharing

One way to gain resources is to reduce expenses and increase the percentage of funds available for program or project work. With resource sharing you can reduce your operating expenses while demonstrating sensitivity to optimizing your available funds. For example, does your Partnership need office space or parking spaces for team members if your staff spends more time in the field than in the office? Does your Partnership really need a full-time bookkeeper or grant writer, or could you outsource or share these professional services? Could your Partnership share resources such as office space with another organization or share a vehicle with another organization? Another big opportunity to share resources is with phones, computers, networks and printing and photocopying equipment – all of which require significant outlays to purchase and maintain. Your Partnership might even explore various foundations that will underwrite the costs of shared equipment and technical resources.

Standardization

Many Partnerships seeking funding spend a great deal of time "reinventing the wheel" or redeveloping similar products to address similar opportunities. As discussed earlier, one size does not always fit all – your resource request must address the Resource Partner's specific concerns and respond to the specific requirements that are spelled out in the RFP or in the grant guidelines. However, you still can look for opportunities to leverage, recycle or reuse existing materials. Your Partnership may develop standard "boilerplate" language or templates that can be used to respond to various criteria. For example, you may have standard staff or management resumes or organizational overviews; summaries of the Partnership's history, mission and performance; descriptions of projects completed (often called "qualifications"); and/or financial status reports. You may think of other areas that come up frequently and are appropriate for standardization. If you develop these templates in advance of a Proposal when you may have more time, you will avoid having to throw everything together at the last minute. Make sure, however, that when you incorporate your standard documents into a Proposal, they follow the same format and style you used for the main text.

Start reasonable … and get bigger as your capacity increases

While many Partnerships want to grow, take on exciting new opportunities and share their missions as broadly as possible, your Partnership should only seek and accept funding for projects that it can effectively take on and execute. Also, make sure that you don't increase capacity without having a long-term plan for supporting the cost. For short-term projects, you may want to find short-term solutions, such as contracting consultants or offering external grants instead of hiring more permanent staff. Conducting technical or field work is only part of executing a project; a significant amount of effort will be required to finalize contractual and staffing issues, to complete performance evaluations and reporting requirements, and to deal with unforeseen challenges. So, when expanding your Partnership's goals and appetite for new opportunities, carefully evaluate whether or not your Partnership's existing staff has the capacity and willingness to grow at the same rate. Your Partnership runs a great risk if it isn't fully equipped and prepared to execute the work it takes on and ends up not meeting the Resource Partner's expectations.

Understand the project costs

New opportunities can be exciting and challenging, but pursuing them is not always feasible. Your Partnership should ensure that it truly understands the costs of executing a new project. Has your Partnership's staff thoroughly evaluated or "costed out" the level of effort and associated expenses required to complete the project? Are the evaluations realistic or are they best-case scenarios? Do they include the management time required for client meetings, quality assurance and quality control, and oversight?

As part of costing out a project, your Partnership should consider the effort and time required to complete the traditional project execution phases, which include:

- **Project initiation**: when you complete all of the negotiations with the Resource Partner and agree on contractual requirements such as expectations, timing and deliverables.
- **Project planning**: when you complete all of the scheduling and staffing plans, agree on roles and responsibilities and establish requirements for periodic progress reporting.
- **Project execution**: when your Partnership team completes all of the technical and field work for the project.
- **Project controlling**: when your Partnership's management team conducts quality assurance and quality control checks on the draft deliverables to ensure that they meet the Resource Partner's expectations.
- **Project closing**: when you complete and submit all project deliverables, assemble and organize your work papers and ensure that all of your Partnership's contractual obligations have been met.

In order to get an accurate estimate, your Partnership should consider each of these steps and provide realistic timeframes and estimates of the level of effort and associated costs required to complete the project.

Look before you leap

When thinking about pursuing a potential opportunity, you need to examine whether doing so will preclude your Partnership from pursuing other more interesting, and potentially more rewarding, opportunities. While many Partnerships enjoy the "hunt and gather" mode of pursuing as many opportunities and projects as possible, it is essential that your organization have the capacity to deliver on all of its commitments. If your Partnership takes on a new project, and your staff and other technical resources are tied up in delivering on a promised current project, will that preclude your Partnership from applying for other projects that might be more valuable to the long-term performance of your Partnership? Of course, you want your Partnership staff to be fully utilized, but do they have sufficient or extra capacity to take on opportunistic projects? Once again, remember that everything generally requires more effort than people budget for. Taking the time to properly plan, write and edit your Proposal can increase the overall efficiency and execution of the project, not to mention advance your Partnership's goals.

Practical Lessons for Developing or Enhancing Resource Partner Relationships[4]

1. Listen carefully to the Resource Partner's goals and focus your Proposal on its objectives without compromising your Partnership's mission.
2. Choose a "compatible" relationship manager to represent your interest.
3. Be responsive to the Resource Partner's requests for additional information, including understanding time constraints and expectations.
4. Keep in regular contact with the Resource Partner – even if it's just a quick note or email – for relevant updates.
5. Recognize that sustaining your Partnership beyond the grant period is perhaps the single most important key in a Resource Partner's decision to support your cause.
6. Promote the potential for adoption of the project by other entities.
7. Market the innovative impact of your project.
8. Tie your project's impact to systemic change, including change in behavior.
9. Publicize your activities in print media and literature and electronic venues with related interest groups.
10. Take advantage of opportunities to address conferences, give radio and television interviews or write articles for journals, and be available to accept these opportunities.
11. Look for ways to educate and influence key elected and appointed decision-makers.
12. Look for opportunities to engage collaborative partners, such as business organizations and academic institutions.
13. Use metrics to communicate progress towards your objectives.
14. Keep records of successes, challenges and unanticipated outcomes.
15. Identify solutions to address problems.
16. Evaluate your project internally and conduct an external evaluation if possible.
17. Maintain fiscal controls to support the budgeting of any funding received.

---

[4] Adapted from materials developed by Boundless Playgrounds (www.boundlessplaygrounds.org).

Mobilizing Resources Perspectives

Anchors Away!

Anchors Away!, a partnership that supports the use of mooring buoys to conserve coral reef ecosystems, provides a donor's perspective

Background

Coral reefs and their associated habitats are among the most biologically diverse and complex ecosystems in the world. Tourism is a critically important economic activity in the wider Caribbean region. This significant revenue stream could be jeopardized by degraded coral reefs. Although the threats to reefs are numerous, one threat that can be easily managed is damage caused by vessel anchors. Mooring buoys lessen the harmful effects of anchors on delicate underwater ecosystems, as well as encourage a reliable and safe system for dive operators to showcase their country's magnificent reefs. Also, mooring buoys can assist fishermen and other reef users by defining protected area boundaries. The National Oceanic and Atmospheric Administration, Environmental Protection Agency, Coral Reef Alliance, PADI Project AWARE, Ocean Conservancy, and National Fish and Wildlife Foundation (NFWF) partnered to address this issue. This partnership funds local mooring projects throughout the wider Caribbean region.

Available resources and goals of partners

Available resources: Most grants will be between $15,000 and $50,000. The average grant will be approximately $30,000. Proposals should describe projects or progress that can be achieved in a 12-month period, but may be part of a long-term effort. Proposals should clearly describe the activities that will be accomplished using funds requested from the NFWF. All projects should include matching funding from project partners at a minimum ratio of 1:1, although leverage ratios of 2:1 or higher are preferred.

Partner goals: Anchors Away! partner goals include:
- Reducing impacts from pollution and sedimentation.
- Reducing impacts from over-harvesting and other fishing activities.
- Reducing impacts of recreational activities, tourism and boating.
- Increasing the management effectiveness of coral reef/marine protected areas.
- Restoring damaged reefs or associated reef habitats.
- Increasing community awareness through education and stewardship activities.

Resource needs
- Hands-on, measurable watershed approaches to reduce land-based pollution and sedimentation to adjacent coral reefs and associated habitats.
- Efforts to measure/improve the management effectiveness of coral reef protected areas.
- Reduction of anchor damage on coral reefs in the Gulf of Mexico and wider Caribbean region by establishing mooring buoys.

Key proposal requirements

Overall proposal evaluation criteria (for all proposals, including Anchors Away!) include:

- **Importance/relevance/applicability of proposed project to Coral Reef Conservation Fund priorities**: Long-term conservation merit; degree of conservation urgency.
- **Technical merit**: Degree of technical credibility/feasibility; clarity of project logic framework; quality of proposed statistical indicators for assessing project outputs/outcomes.
- **Qualifications of resource requester**: Experience/expertise of organization and individuals.

- **Project cost**: Cost effectiveness relative to outcome/products; amount leveraged.
- **Outreach and education**: Degree of influence, exposure and outreach; potential transfer of conservation methodology/lessons learned.

Sample proposal evaluations
The following are generic examples of proposals and explanations of why the proposals were either funded or not funded.

Project A, Hawaii
- *Project purpose*: Enhance the conservation of marine areas in Hawaii through education, outreach, surveillance, and biological and human use monitoring.
- *Positive attributes*: Project adequately addresses Anchors Away! goals and has strong community support demonstrated by significant matching funds.
- *Negative attributes*: None.
- *Outcome*: Funded.

Project B, Gulf of California
- *Project purpose*: Conserve corals and the associated fish fauna in the Bahia de los Angeles region by identifying critical areas, developing a community-based conservation and management plan, and conducting a public awareness and education campaign.
- *Positive attributes*: Project has high projected cost effectiveness and is located in a heavily impacted area.
- *Negative attributes*: None.
- *Outcome*: Funded.

Project C, Oaxaca, Mexico
- *Project purpose*: Improve diver knowledge of coral issues and provide funds for new mooring buoys away from reef habitat.
- *Positive attributes*: Project adequately addresses the topic.
- *Negative attributes*: Project does not plan to use best available techniques for installing buoys, nor does it have adequate matching funds.
- *Outcome*: Not funded.

Project D, Puerto Rico
- *Project purpose*: Implement a training program for local fishers to reduce the use of dynamite fishing practices.
- *Positive attributes*: Project has a high level of conservation urgency.
- *Negative attributes*: Project only targets a small isolated reef and is not deemed to have a high level of effectiveness relative to investment.
- *Outcome*: Not funded.

Calm Air, Visibility Unlimited (CAVU)

CAVU, a new, lean, "flight and film" NGO, provides a resource requester's perspective on the challenges of locating resources

Background
CAVU's mission is protecting and preserving biological corridors in the Americas. Using the power of flight and the medium of film, CAVU aims to bring individuals, communities, organizations and governments a new perspective on the fragility and scarcity of their land and its resources in order to create a broader understanding of the importance of biological corridors and their potential as sustainable economic resources. CAVU aims to inspire and educate civil society so that its citizens might become better stewards of local environments. CAVU is distinctive in using flight and film to capture "local impacts, by local communities, using local voices in local languages."

Available resources and goals of resource partners
Resource challenges faced by CAVU are not in the application of resources but rather in the location of resources. The main challenge is identifying and pursing suitable donors. Donors should have synergistic visions and missions, take an interest in CAVU's programs, find CAVU's work meaningful and desire to contribute to the effectiveness of all these. Once donors are identified, the second challenge is to understand the donors' needs, vision and level of commitment (for example, whether they want to be "hands on" or "hands off"). The final challenge in the "courting process" is to match CAVU's resource needs with donors' desired project results and financial expectations. CAVU faces a classic dilemma – resources versus time, as CAVU is:

- **New**: programs and their results are still developing and strategic partnerships are just beginning to form.
- **Lean**: has limited staff (lots of hats, not so many people) and limited overhead. However, each project requires a temporary increase of staff and overhead. As such projects grow, staff level and overhead should grow correspondingly.
- **Productive**: more work proposals than staff, time and resources. Projects consume funds rapidly due to the nature of the work – flight and film. Furthermore, results are still coming in on the effectiveness of each project.

Resource needs
Locating resources is a challenge for the same reasons: CAVU has limited staff with limited time to devote to fundraising (locating resources), while completing projects is vital to securing future resources. Finally, as with any start-up, cultivating trust and creating confidence in our team and our approach is a function of time. CAVU's current strategy is to maintain low overhead and focus on results for the next two years rather than working on developing funding for new projects. This is dependent on locating resources and determining donors' needs and their project results and expectations. The organization is going to start focusing on income drivers to finance operating expenses. This means identifying the demand for CAVU products.

CAVU shares some of the same issues of a publicly traded company – CAVU can only survive if it listens to what the shareholders/stakeholders want and need and demonstrates successes to them in a timely fashion. Currently, CAVU is seeking new shareholders that are looking for a calculated risk on a new start-up organization with a lot of growth potential and long-term positive results.

Quantifying results

As CAVU is a lean organization and balancing low overhead versus a diverse set of potential programs, completing projects in the field is a top priority. To continue achieving results in the field, CAVU needs to be able to clearly communicate its successes to potential donors. Communicating CAVU's successes will require moving beyond simply qualitatively describing the benefits of its activities and will require the development of quantitative analyses of current and future programs. The difficulty presented in developing quantitative results is the nature of what CAVU is trying to measure – social and environmental awareness and sustainable development in diverse tropical regions. In addition, the flight and film programs are often used as tools by other NGOs to communicate their own agendas for which they have separate metrics. Because the programs usually cover various aspects of the challenges and opportunities faced in a community, it is difficult to quantify the results but easy to qualify them. Finally, CAVU's products have resonance beyond the communities and countries in which the movies were originally made, which makes it more challenging to track CAVU's results.

Pursuing projects

When determining which projects to pursue, CAVU first addresses some key issues:

- Does the region or topic fit within our mission?
- Are there groups working in the area that would be interested in our product?
- Is there a strong local leadership to help facilitate discussions about the flights and films provided? Who will carry the ball after we leave? Will we need staff on the ground?
- How long will the project need to be in order to be effective?
- Is it the right time? Can we effect changes by providing an aerial perspective? What value can we bring?
- Is there interest beyond the region that will supply funding?

Once the above questions have been sufficiently answered, we can then start determining which donors we should target.

Caribbean Conservation Corporation's Sea Turtle Survival League (CCC-STSL)

CCC-STSL, which uses government revenues to support marine turtle conservation efforts in Florida, provides a donor's perspective

Background

The Florida Sea Turtle Grants Program is funded by a portion of revenues from Florida's sea turtle specialty license plate, which is purchased voluntarily by Florida vehicle owners. Established by legislative statute in 1996, the Sea Turtle Grants Program is a mechanism for distributing grant funds each year to support sea turtle research, conservation and education programs that benefit Florida sea turtles. As revenues from the sea turtle tag are received by the State of Florida, 70% is distributed to the Florida Fish and Wildlife Conservation Commission to fund its Marine Turtle Protection Program. The remaining 30% of turtle tag revenues is earmarked for the Sea Turtle Grants Program, which is administered by the non-profit Caribbean Conservation Corporation.

Available resources and goals of the program

Each year, the Sea Turtle Grants Program has about $250,000 available to award in grants. Since its inception, the program has distributed over $1.5 million in funding for sea turtle research, education and rehabilitation projects across Florida. In a typical year, the program chooses 15 to 20 projects to support, with an average grant size of about $15,000. The largest grant awarded was nearly $50,000.

Key proposal requirements

Funding from the Sea Turtle Grants Program is available to Florida coastal governments, Florida-based non-profit organizations, and educational and research institutions that actively participate in marine turtle research, conservation and educational activities within the State of Florida. Proposals are solicited each November and grants are awarded the following March. Decisions about which grants to fund are made by an independent Sea Turtle Grants Committee made up of seven experts in the field of sea turtle conservation. Each proposal is evaluated to determine if the resource requester possesses the required permits, and all research proposals are evaluated for scientific quality and value by Florida Fish and Wildlife Conservation Commission staff. Proposals that include the production of printed materials are strongly encouraged to include a draft of the materials.

When reviewing applications, committee members consider:

- The scope of the proposed activity, with high priority given to projects with the most benefit for the conservation of Florida's marine turtles.
- Qualifications and demonstrated ability of the resource requester to accomplish the proposed activity.
- Demand and public support for the proposed activity.
- The estimated cost of the activity.
- The availability of more appropriate alternative funding.
- Any other considerations deemed appropriate by the committee.

The committee may choose to fund the full amount requested or just a portion of the budget request. Additional information about the Florida Sea Turtle Grants Program is available at www.helpingseaturtles.org.

EcoLogic Development Fund

EcoLogic Development Fund, a non-profit that builds its partners' capacity through financial and technical assistance, provides a donor's perspective

Background

Since 1993, the EcoLogic Development Fund (EcoLogic) has been working to conserve threatened habitats by advancing alternatives to further community leadership in environmental stewardship and sustainable livelihoods. EcoLogic is a not-for-profit dedicated to addressing the balance between human needs and biological diversity protection. EcoLogic believes that everyone has a part in making this a more livable, vibrant planet.

EcoLogic takes a people-centered approach to the conservation of tropical and semi-tropical habitats. EcoLogic recognizes that local people usually offer the best hope of protecting these habitats and require support to establish sustainable livelihoods. EcoLogic promotes the cultivation and commercialization of agroforestry products (cacao, black pepper, cardamom and coffee) that can be grown under the forest canopy, and non-timber forest products such as honey, medicinal herbs and plants. EcoLogic does not impose its vision on others, but seeks to support rural communities in the development and implementation of their own visions of preserving their resources and cultures for themselves and future generations.

EcoLogic began by providing small, one-year grants to local groups, allowing them to put their visions into action. The strategy evolved into building long-term partnerships with local groups, including providing significant technical assistance and multiyear financial commitments to better address the complex challenges underlying the rapid loss of biodiversity. These partnerships contribute to strengthening the institutional capacity of the local groups and provide for more effective collaboration among EcoLogic's partners and its extensive network of governmental, regional and international stakeholders.

Over the past few years, EcoLogic has increasingly focused on fresh water as a means to further its people-centered conservation mission. Throughout Latin America, rampant deforestation and destruction of river ecosystems have caused soil erosion, contamination and scarcity. As part of its focus on water, EcoLogic seeks to strengthen biodiversity and forest conservation within a framework of preserving and restoring fresh water sources and coastal marine environments. To do so, EcoLogic collaborates with a network of innovative community-based conservation organizations, international agencies and local, national and regional authorities.

Available resources and goals of partners

EcoLogic partners with local NGOs in Latin America and is now beginning to extend into the wider Caribbean region. As a resource partner, EcoLogic seeks to collaborate with local organizations that share its values and goals.

EcoLogic provides its local partners with seed funding and technical assistance to initiate or expand projects that conserve unique and threatened natural resources while creating tangible benefits that address priority needs of communities living in poverty. Annually, EcoLogic provides its partners with $5,000 to $200,000 per year.

Increasingly, EcoLogic has found it can best support its partners by providing non-financial resources. Quite often non-financial resources are more effective in building project and institutional sustainability that can enhance the long-term viability of the local partner and the communities served.

Technical assistance

EcoLogic tailors its assistance based upon defining and prioritizing specific goals to further with local partners that reflect shared priorities of EcoLogic, local NGOs and communities served. Based upon these goals, EcoLogic staff and consultants help locals partners develop work plans that may include some of the following types of resources:

- *Strategic plan*: Create or update strategic plans.
- *Operating plans*: Develop more effective and more participatory operational planning methodologies.
- *Project planning*: Build upon great ideas developed by local partners who may be challenged in developing and elaborating a comprehensive project plan and budget to implement these ideas.
- *Monitoring and evaluation*: Assist local groups who may struggle with finding effective measures of success to track and communicate the impact of their work.
- *Board and staff training*: Provide and facilitate training in board development and fundraising.
- *Advocacy*: Assist local partners who may encounter conflicts with the private sector or government concerning resource management. EcoLogic occasionally joins its partners in facilitating dialogues across lines of difference to achieve conflict resolution. EcoLogic also adopts international awareness-building campaigns to draw international awareness and support to urgent issues faced by our local partners.
- *On-site assistance and accompaniment*: Provide full-time on-site technical assistance to local organizations. Partners also sometimes find that the endorsement and accompaniment of an international organization can bolster their own credibility and effectiveness when dealing with national and international authorities.
- *Exchanges*: Foster peer-to-peer learning by hosting local partner representatives to visit other EcoLogic partners addressing issues of shared interest.

Financial assistance

- *Grants*: EcoLogic provides annual grants of financial support to further projects developed and managed by its local partners.
- *Fundraising tours*: Periodically, EcoLogic assists local partners in securing meetings with prospective donor agencies. Finding the right door and getting in the door may be quite impossible tasks for NGOs from developing countries.
- *Proposal writing*: EcoLogic staff often help local partners to write effective proposals. The aim is to strengthen the ability of the staff of partner organizations to write and effectively steward proposals independently.
- *Partnering to jointly raise funds*: Increasingly, international donor agencies award support for partnerships and less for specific groups or projects. EcoLogic (as an international not-for-profit) has found great success in joining with local partners to raise funds together. This is especially relevant when approaching development agencies such as the World Bank or national government agencies. It is one of the most effective methods for raising and disbursing financial resources to address sustainable development issues in developing countries.
- *In-kind resources*: Material and in-kind resources often provide a creative way to meet a need. EcoLogic has helped its partners meet specific needs by gaining them access to the following resources: free legal counsel from US law firms, other business consulting services to develop business plans or marketing plans, telephone equipment, computer software, building materials and/or tree nursery materials.

How EcoLogic chooses its partners
Geography
- EcoLogic works in and around habitats and landscapes that contain high biodiversity and serve as strategically important watersheds and coastal zones.
- EcoLogic concentrates on areas of extreme poverty where there is a lack of support for grassroots and grassroots support organizations.

Capacity
- EcoLogic partners with organizations that have a demonstrated capacity in participatory approaches to project planning and implementation.
- EcoLogic seeks partners that share its priorities.
- EcoLogic seeks partners that are highly regarded by their constituencies, peers and funders.

Impact
- EcoLogic seeks partners with a demonstrated capacity to address the technical issues of their projects and priorities.
- EcoLogic supports projects that offer tangible benefits in addressing community-defined priority needs.

Inter-American Development Bank

The Inter-American Development Bank provides a multilateral development financial institution's (lender and donor) perspective on how to fund water-related projects

Background

The Inter-American Development Bank (IDB) is the oldest of the regional banks and the major development lender in the region. Since the IDB was founded more than 40 years ago, it has provided substantial financing (an average of almost $864 million per year totaling more than $38 billion in the period, or more than 20% of its lending portfolio) to water-related projects and activities. In fact, the IDB's first operation, approved in February 1961, was a water supply and sanitation project in Peru. Since then, this category has remained a common denominator in the IDB's financing portfolio. The social role as well as the productive role of water in economic growth and poverty alleviation has received due importance, as the IDB has financed many irrigation, drainage, hydropower and other water-related projects, as well as flood control projects to mitigate flood damage. In 1990, the IDB initiated a process of change recognizing that meeting local and state-level objectives, along with national objectives, was important for development. It was also recognized that infrastructure alone could not solve the problems – and that sometimes these problems were aggravated by neglecting other equally important social and environmental variables. This was reflected in water resources by new trends in financing of water projects with an increased concern for the watersheds, for the quality of receiving waters, for management as opposed to development of the water resource, and for integrated water resources planning.

In 1998, the IDB's board of directors approved the Strategy for Integrated Water Resources Management (IWRM). This strategy has helped the IDB mainstream the principles of IWRM in its water-related projects. The Netherlands and other trust funds at the IDB gave initial support to the implementation of IWRM, followed later by a partnership agreement that the Government of the Netherlands and the IDB signed in August 2002, establishing the IDB–Netherlands Water Partnership Program (INWAP). The activities that the IDB finances through INWAP grant resources have become an important catalyst for its loan operations aimed at promoting better water resources management in the region. The IDB has three financial mechanisms to intervene in the area of integrated water resources management at the regional, national and local levels:

- **Loan operations (reimbursable operations)**: Public entities borrow funds from the IDB. Public entities include national, provincial, state and municipal governments, and autonomous public institutions. Civil society organizations and private companies are also eligible.
- **Technical cooperation grants (non-reimbursable operations)**: Grants are financed through trust funds, which are generally established by a country or group of countries and entrusted to the IDB to administer. All legally constituted public and private organizations are eligible to receive trust fund resources, although some funds limit their support to specific geographic areas and sectors. The funds have different limits on the size of individual projects. In the case of the water sector, the major source of funding for water-related activities is INWAP.
- **GEF/IDB (non-reimbursable operations)**: The Global Environment Facility (GEF), established in 1991, helps developing countries fund projects and programs that protect the global environment. The IDB was designated by GEF as one of its implementing agencies.

Examples of loan projects funded

- *CR0150:*   Sustainable Development of the Binational Watershed Rio Sixaola
- *HO028:*   Bay Islands Environmental Management
- *VE-L1006:*   Integral Management of the Caroni River Watershed

Examples of loan projects not funded

It is uncommon for a project to be flatly rejected. Usually they are sent back for revision and if the issues are not addressed, the proposals fall from the pipeline. Reasons for being rejected may include:

- Project document is not well written.
- Logical framework is not clear.
- Financial sustainability once the financing ends is not clear.
- Any of the required feasibilities is not clearly demonstrated and supported.

Proposals may be rejected because the following questions are either not answered or not supported:

- Why? Conceptualization and problem identification.
- What for? Objectives.
- Who will benefit? Beneficiaries and stakeholders.
- What will be done? Design.
- How will it be done? Execution.
- Who will do it? Responsible parties.
- How much will it cost? Budget.
- Who will pay for it and how? Financing.
- Is it viable? All feasibilities.
- Is it sustainable? Continuity.

Examples of INWAP projects funded

- *HA-T1039:*   Support for the Formulation of an IWRM Strategy for Haiti
- *ATN/WP-8781-RS:*   Support for the Establishment of the Caribbean Water Partnership
- *ATN/WP-8283-RS:*   Good Practices for the Creation, Improvement and Sustainable Operation of River Basin Organizations
- *ATN/WP-9358-RS:*   Cost-effective Solutions to Reach MDGs in Sanitation in Coastal Cities

Examples of INWAP projects not funded

- **Support the Modernization Process of the Water Sector in Paraguay.** *Objective:* The funds were intended to finance a series of lobbying activities for the approval of the water law projects currently being reviewed by Congress. *Reason for not being funded:* INWAP does not finance activities that do not have replicability potential in other countries of Latin America and the wider Caribbean region.
- **Support the Development of an Information System in a Specific Watershed of Brazil and Venezuela.** *Objective:* Both proposals were aimed at the development of information systems. *Reason for not being funded:* Although information systems are considered essential tools for watershed management, the proposals did not aim at the development of innovative tools or at a more integrated planning process for the watershed. Some information systems have been funded, but as part of broader proposals aimed at the development of IWRM management plans or strategies for specific watersheds.
- **Sustainable Development of the Papagayo Watershed, Mexico.** *Objective:* The funds were intended to preserve the upper-watershed forests. *Reason for not being funded:* The project was more focused on forest conservation than on integrated management of the watershed.

Please see the Appendices for detailed information on the three financial mechanisms offered by the IDB.

The Nature Conservancy

The Nature Conservancy provides a technical donor's perspective on how to design conservation projects

Background
Founded in 1951, The Nature Conservancy (TNC) is the world's largest international non-profit conservation organization with a mission of preserving the plants, animals and natural communities that represent the diversity of life on Earth by protecting the lands and waters they need to survive. To achieve its mission, TNC has developed a strategic, science-based approach to its conservation work, called Conservation by Design, which helps it identify and work to protect the highest-priority places – landscapes and seascapes that, if conserved, ensure the diversity of life on Earth over the long term. Conservation by Design entails a four-step, disciplined process that enables TNC to develop the appropriate mix of actions to abate threats in a given place and to secure tangible, lasting conservation results. Because different places require different strategies, TNC tailors its tools and strategies to local circumstances. Given the wide variety of threats, TNC develops flexible, uniquely tailored conservation action plans. To date, TNC has protected more than 117 million acres of land and 5,000 miles of river around the world. TNC has about 1 million members and supporters and employs over 3,200 people, 720 of whom are scientists.

Available resources and goals of partners
TNC pursues non-confrontational, pragmatic, market-based solutions to conservation challenges. This makes it essential for TNC to work collaboratively with partners – communities, businesses, government agencies, multilateral institutions, individuals and other non-profit organizations. Outside the United States, TNC works with government agencies and like-minded partner organizations to provide scientific information, infrastructure, community development, professional training and long-term resources. Currently, TNC's primary means for working internationally is supporting governments to implement the Convention on Biological Diversity's Programme of Work on Protected Areas with its goal of protecting 10% of representative terrestrial and marine ecosystems by 2010 and 2012, respectfully. TNC has signed over 20 National Implementation Support Partnership (NISP) memoranda of understanding with governments across the globe in support of this effort, with an initial focus on supporting these governments in completing early action activities of biological gap assessments, sustainable finance plans and capacity plans – all for national systems of protected areas. TNC created and allocated a $4 million early action grant (EAG) fund to support countries in this effort.

Key proposal requirements
NISPs to date have included all of the key governmental and non-governmental entities with responsibility for all or part of a given country's national systems of protected areas. Across the Caribbean Basin, TNC has signed NISPs over the past two years with the governments of Belize, the Bahamas, Costa Rica, Guatemala, Haiti, Jamaica, Grenada, Mexico, Nicaragua, Panama, St. Vincent and the Grenadines as well as the Organization of Eastern Caribbean States. The most effective NISPs to date have also organized NISP management committees to facilitate planning and implementing of joint activities – this is a key point given the numerous entities involved and the often fragmented management structure of most national systems of protected areas. The EAGs have funded the completion of gap assessments, sustainable finance plans and capacity plans – all for the national systems of protected areas. In many countries, TNC has provided technical assistance in the development of standardized methodologies for completing these plans.

In fact, TNC recently hosted – with support from the Convention on Biological Diversity and the US Agency for International Development – a three-day Caribbean protected areas workshop for 100 participants from 14 Caribbean countries, focused on developing and implementing these early action activities.

In developing and implementing the EAG funding, TNC works closely with the other NISP committee members to prioritize needs and fill funding gaps in order to complete the early action activities. In all cases, it is important to identify lead agencies and individuals who will be responsible for completing any given activity. With many of these plans nearing completion, the NISP committees will now move into identifying resources for implementing these plans.

Technical and financial assistance
Examples of how TNC provides assistance to its partners include:

- **Gap assessments of national systems of protected areas**: A national-level analysis by ecosystem (marine, freshwater and terrestrial) that identifies the percentage currently within a protected area and compares this to the Programme of Work on Protected Areas' goal of a minimum of 10% of all terrestrial and marine areas under protection by 2010 and 2012, respectively. This analysis, which also includes strategies for filling these gaps, serves to guide a given country in identifying what ecosystems are under-represented and require further protection.
- **Sustainable finance plans for national systems of protected areas**: A national-level analysis that identifies the current funding gap of the national systems of protected areas by comparing the needs of the current and future planned protected area systems versus the existing funding available to the protected area systems. The plan then identifies sustainable conservation finance mechanisms for filling the protected area systems' funding gap.
- **Capacity plans for national systems of protected areas**: A national-level analysis that identifies the current human and institutional capacity shortfalls by comparing the needs of the current and future planned protected area systems versus the existing human and institutional capacity available to the protected area systems. The plan then identifies strategies for filling the protected area systems' human and institutional capacity needs.
- **Management plans for sites**: A sequential planning process that uses TNC's conservation area planning methodology to identify the critical conservation targets (species and systems) and their viability (past, current and future health), the threats (by identifying the stresses and sources) to these conservation targets, and the stakeholders; to map the relationships of these factors to the conservation targets; and to develop strategies for improving the conservation targets' health and/or for mitigating the threats to the conservation targets.
- **Grants**: TNC provides grants of financial support to further projects developed and managed by its local partners.

How The Nature Conservancy chooses its partners
- TNC's goal is to protect, at a minimum, 10% of the representative global marine, terrestrial and freshwater ecosystems.
- TNC therefore seeks to partner with governments and non-governmental organizations in areas with under-represented ecosystems to help them to achieve this minimum protection target.
- TNC seeks to partner with governmental and non-governmental agencies with management rights to national systems of protected areas and/or specific sites, including private lands adjacent to protected areas.

United Nations Development Programme (and the Global Environment Facility)

The United Nations Development Programme provides a multilateral development agency's perspective on how to improve the design of biodiversity conservation projects

Background

The United Nations Development Programme (UNDP), the development arm of the United Nations, was designated by the Global Environment Facility (GEF) as one of its three implementing agencies. GEF is an independent financial organization that provides grants to developing countries for projects that benefit the global environment and promote sustainable livelihoods in local communities. GEF's grants support projects related to biodiversity, climate change, international waters, land degradation, the ozone layer and persistent organic pollutants. Since 1991, GEF has provided more than $5 billion in grants and generated over $20 billion in co-financing from other partners for projects in developing countries and countries with economies in transition. As of September 2006, UNDP's GEF program portfolio was spread across 162 countries with close to 1,000 projects that range from community-level efforts to national and multi-country initiatives. The UNDP biodiversity portfolio stands at $800 million, with close to $1 billion raised in additional co-financing. The GEF Small Grants Programme, which UNDP manages for GEF, has implemented more than 6,000 community-based projects in 80 countries.

Available resources and goals of partner

Biodiversity conservation constitutes one of GEF's greatest priorities. As the financial mechanism for the Convention on Biological Diversity (CBD), GEF helps countries fulfill their obligations under the CBD. The GEF biodiversity portfolio supports initiatives that promote sustainable biodiversity conservation in protected areas and production landscapes, as well as capacity building for implementation of the Cartagena Protocol on Biosafety. In both cases, it provides resources for knowledge dissemination.

GEF categorizes its funding approach to biodiversity conservation through four strategic priorities (SPs):

- **Protected areas (SP 1)**: To catalyze the sustainability of protected areas by conserving biodiversity through the expansion, consolidation and rationalization of national protected area systems.
- **Mainstreaming biodiversity (SP 2)**: To mainstream biodiversity in production landscapes and sectors by integrating biodiversity conservation in agriculture, forestry, fisheries, tourism and other production systems and sectors to secure national and global environmental benefits.
- **Capacity building (SP 3)**: To build national capacity for implementation of the Cartagena Protocol on Biodiversity.
- **Best practices (SP 4)**: To improve analysis, synthesis and dissemination of best practices, innovative approaches and new tools for addressing current and/or emerging biodiversity issues.

Funding options

The GEF funds three types of projects. Grants are provided for full-scale projects that are for more than $1 million of GEF funds and for medium-sized projects that are up to $1 million. Project size depends on the project objective, requirements for project implementation and levels of co-financing, as well as other funding priorities of the country in question and the country's overall GEF budget as determined

by the GEF Resource Allocation Framework. Refer to the GEF website[5] for more details on these issues. In addition, the GEF has a Small Grants Programme that provides grants directly to NGOs and community-based organizations. The maximum grant amount is $50,000 and most grants are awarded for around $20,000.

Approach for project design

The two most common biodiversity projects are SP 1 (to move national protected area systems toward sustainability) or SP2 (to mainstream biodiversity into productive landscapes). In either case, the proposal must include a defined project objective, a thorough analysis of the barriers associated with achieving the objective and a "logical framework" that identifies the strategy and activities that will be used to address the problems and achieve the project objective.

The logical framework approach used in the design of all GEF projects incorporates a conceptual hierarchy of objectives. A complicating factor is that multiple terms have been used to refer to similar concepts, but the UNDP/GEF recognizes four hierarchical levels:

- **Goal** (equivalent to "Development Objective"): Overall result to which the project will contribute, along with various other, external interventions.
- **Objective** (equivalent to "Immediate Objective"): Overall result that the project itself will achieve independent of other interventions; there is only one Objective per project.
- **Outcomes**: Results of individual project components that achieve changes in conditions that affect the objective.
- **Outputs**: Project inputs direct results achieved through completion of project activities.

Indicators and targets are required at the objective and Outcome levels. At the Objective level, impact indicators should reflect changes to globally significant regions of biodiversity, and the area of land affected. Where indicators are difficult to define, surrogate impact indicators focusing on changes in threats to biodiversity may be used. Individual Outcomes rarely have a direct impact on biodiversity, since they are usually defined in terms of the conditions necessary to conserve biodiversity.

UNDP/GEF projects do not generally monitor against the Goal, since this requires monitoring of external interventions over which neither the project team nor UNDP/GEF has control. In the project management context, project indicators are used to measure project performance, or "how" and "whether" an intervention is progressing towards its Objective. They also allow comparisons between actual and expected results. Defining indicators that include appropriate verifiers and qualifiers and also are complemented by targets and baselines ensures this performance measurement function.

Once Outcomes are defined, Outputs and activities can be developed with appropriate budgets, partners and co-financing. It is important that the most appropriate institutions are assigned to the management and delivery of different Outputs.

Initial steps

Potential project proponents should submit project ideas to UNDP Country Offices and then, if appropriate, prepare to meet with the national GEF Operational Focal Point. Project ideas must fit into country priorities and fulfill the requirements for the applicable funding programs. For more information on the submission process, visit the GEF website.

---

[5] Reference sources for the Global Environment Facility/United Nations Development Programme can be found at www.gefweb.org and www.undp.org/gef.

Water Center for the Humid Tropics of Latin America and the Caribbean and Plan International Regional Office for the Americas

This partnership provides a prize sponsor's perspective on how to motivate water-related conservation projects

Background

The Latin American and Caribbean Water Prizes is an initiative of the Water Center for the Humid Tropics of Latin America and the Caribbean (CATHALAC) in partnership with Plan International Regional Office for the Americas (ROA) that is designed to promote "The International Decade for Action – Water for Life – 2005 to 2015" proclaimed by the United Nations General Assembly.

The PLACA Water Prizes are awarded annually to individuals, communities, organizations, schools or businesses for outstanding water-related achievements. The PLACA Junior Water Prize, aimed at stimulating an interest in water-related activities among Latin American and Caribbean youth, is also awarded at this annual event and is open to young people up to the age of 18.

The underlying objective of the PLACA Water Prizes is to recognize and share solutions to some of the most demanding water-related development issues in the region and honor efforts that help the region achieve the water-related Millennium Development Goals.

An independent international committee, chaired by CATHALAC, evaluates all PLACA nominees and selects PLACA Water Prize laureates and PLACA runners-up. The PLACA Water Prize and Junior Water Prize laureates receive cash awards, along with a PLACA Diploma, and a sculpture designed by the renowned international artist Olga Sinclair. Runners-up are awarded a PLACA Diploma.

Eligibility, nominating criteria and who may nominate[6]

Any individual, community, organization, school or business is eligible to be nominated in honor of outstanding local, national or regional water-related achievements. Any activity or stakeholder that contributes to the conservation and protection of water resources, and improves the well-being of inhabitants and ecosystems in Latin America and the Caribbean, is eligible to be nominated.

Nominators include individuals, representatives of organizations, schools, universities, businesses and research institutions active in water and environmental related areas of applied scientific research, engineering, technology development and transfer, or capacity building activities.

Evaluation criteria

The following criteria are evaluated when selecting the PLACA Water Prize laureates:

- Innovation (10 points): The presented work should be different from that which is actually being practiced in this field(s).
- Impact (20 points): The impact of the project will be evaluated based on results achieved.

---

[6] For nomination guidelines and procedures for the 2006 PLACA Water Prizes, please visit
http://www.cathalac.org or http://www.plan-international.org/wherewework/americas.

- Reality and relevancy (10 points): The presented work/initiative should represent a real project and not an academic solution.
- Indicators (15 points): The products of the project must be measurable and must demonstrate an impact of the improvement of water management.
- Sustainability (15 points): Sustainability of the project must be demonstrated.
- Replicability (15 points): The project should have a methodology that makes it possible to apply some of these actions to other areas with similar conditions.
- Sharing knowledge (15 points): Projects are rewarded that demonstrate transfer of knowledge or techniques in integrated water management to other actors or communities, beyond those who benefit from the project.

PLACA Laureate 2005

Alternativas y Procesos de Participación Social A.C., located in Tehuacan, Puebla, Mexico, was selected as the PLACA Laureate 2005. For 25 years, this development NGO has promoted a successful process of regional sustainable development in a semi-arid region, combining two elements: watershed ecologic regeneration for recharging aquifers through the "Agua para Siempre" ("Water Forever") program and social organization for agricultural production that benefits the poorest farming and indigenous population. The project area covers 8,000 square meters, including 30 tributary watersheds, and benefits 175,000 inhabitants in 124 towns in 60 municipalities in the States of Puebla and Oaxaca. The project focuses on educational methods that encourage participation of the farming and indigenous population by identifying the problem and the means of executing the work and evaluating the results.

PLACA Junior Laureate 2005

The Angel Maria Herrera High School, located in Cocle, Panama, was selected as the PLACA Junior Laureate 2005 for its "Save the Zarati River Social Outreach Campaign" conducted by the 11th and 12th grade students, encouraging their commitment to conservation and sustainable development. The training project calls for directing and producing radio promotions and programs in the frame of the Environmental Initiatives of the Sub-River Basin of the Zarati River Project. The broader objective of this project is to promote citizen awareness and participation in the reforestation of the sub-river basin of the Zarati River, the principal water source for human consumption, farming, livestock and agro-industrial and recreational activities for approximately 23,000 inhabitants.

PLACA Finalist 2005

The General Water Directorate of Chile was selected as a PLACA 2005 Finalist, for developing an "Educational Dissemination Program on Water Management" that includes the development of educational material aimed at boys and girls between the ages of nine and 13 throughout Chile. In addition, in the framework of integrated watershed management and social water management, the Directorate has worked since 1999 with indigenous communities in an integrated and coordinated manner at a national level; these communities are a sector of water resource users that need major support to adequately integrate the watershed management process.

PLACA Junior Finalist 2005

The Colegio Internacional (International High School) located in Asuncion, Paraguay, was selected as the PLACA Junior Finalist 2005. The water shortage that affects the Chaco Paraguayo community, as well as the salt water that has been aggravating the region's problem in recent years, has impeded agro-economic and social development. Facing the urgent need to deliver a rapid and effective response, the Colegio Internacional in Paraguay investigated desalinization methods and techniques through the construction of a solar collector model as an alternative for the 22,000 inhabitants in this zone. Using solar collectors can help solve the water shortage in the Chaco Paraguayo.

Appendices

Appendix 1: IDB – A Lender's Perspective: Loan Operations

Background

Although Inter-American Development Bank (IDB) investments in water-related loan projects appeared to decline from 1990 to 2005, it is important to note that the IDB's portfolio has substantially changed in its composition, moving from capital-intensive infrastructure projects in earlier years (hydropower, irrigation, and water supply and sanitation) to more socially and environmentally oriented projects in the past 15 years. Only the "Water Supply and Sanitation Sub-sector" remained with capital intensive projects. At the end of 2006, a new initiative to position the IDB as the "Potable Water and Sanitation Bank for Latin America and the Caribbean" will be launched by the newly appointed president, Luis Alberto Moreno. The aim is to reposition the IDB as the premier partner to help countries prioritize improvements in water and sanitation services, and to arrange financing and technical assistance drawing on the capacities of international and local public and private partners tailored to each country's specific needs and circumstances.

Key proposal requirements

In order to qualify for lending, proposals must comply with the following policies and strategies.

Public Utilities Policy (1996) and Operational Guidelines for the Application of the Public Utilities Policy to the Water and Sanitation Sector (2003). Basic requirements include:

- Separation of the policy, regulatory and provision of service functions.
- A sectoral institutional structure that fosters economic efficiency and maximizes competition.
- Adoption of an adequate and efficient regulatory regime.
- Pertinent regulatory bodies.
- An adequate legal framework.
- Managerial modalities that promote incentives for efficiency.
- A firm commitment of national governments to the objectives of the policy.

Strategy for Integrated Water Resources Management (1998). Basic requirements include:

- A shift in approach from development to management.
- A shift from a sectoral to an integrated approach (following the Dublin Declaration principles) using the watershed or river basin as the basic planning unit.
- A focus on principles and on the flexible application of instruments on a case-by-case basis rather than prescriptive requirements.

> *Strategy for Integrated Water Resources Management*
>
> *The IDB will test water-related proposals under policies and procedures that have already been developed and promulgated, such as guidelines for poverty alleviation issues, conducting benefit-cost analyses, and protection of the environment. The IDB will also apply guidelines for proposals to conform to the integrated water resources management principles of the Dublin Declaration, inasmuch as they apply to the natural, environmental, economic, political and social conditions of its borrower member countries.*

Environment and Safeguard Compliance Policy (2006)

Approved in January 2006, this policy takes into account current conditions that influence environmental sustainability, including:

- Development of institutional capacities by borrowing member countries.
- Increased role of civil society in the context of democratic processes.
- Convergence of policies and harmonization among multilateral and bilateral development institutions.
- Enhanced development effectiveness.
- Increased role of private sector and public–private partnerships.
- Sustainability commitments of leading private sector financial institutions to the Equator Principles.
- Growing importance of global and regional challenges and opportunities.

This policy also considers the links between poverty and environmental management. It recognizes the need to enhance conditions for social and economic development and the important role that sound management of natural resources and the environment plays in this process. Proposals must also comply with the following eligibility criteria:

> *Environment and Safeguard Compliance Policy*
>
> *All water-related projects will be eligible for financing. However, within this realm, the IDB will assign higher priority to meritorious and promising integrated water resource management proposals from borrowing member countries and/or individual projects conceived within an IWRM framework, including programs and action plans for solving problems related to urban water supply and sanitation and conservation of fresh water ecosystems, and strengthening of hydro-meteorological networks for water resources assessments and natural disaster prevision. The funds will be made available for the implementation of action plans whenever they comply with at least a minimum set of integrated water resources management conditions. Investments not only in infrastructure, but also in activities that protect all upstream and downstream water resources, water quality and aquatic ecosystems, including coastal areas when appropriate, as well as technical cooperation activities for restructuring the water resources sector and building institutional capacity, will also be eligible for financing.*

- Must demonstrate technical, environmental, socioeconomic, financial, institutional, legal and political feasibility.
- Must demonstrate financial sustainability.
- Should include stakeholder participation.
- Should take into account the role of women, indigenous populations and other minority groups.
- Should encourage decentralization and private sector participation.

It is also advisable that eligible projects fulfill the following criteria:

- Must generate benefits directly to the population.
- Must demonstrate interest and express commitment of organizations participating in the project.
- Must have verifiable goals and clearly identified benefits.
- Must ensure that the cost for each activity is consistent with costs of similar activities in the region.
- Must comply with the country's and the IDB's environmental requirements in cases anticipating adverse environmental impacts.
- Must have management oversight and transparent accounting systems that can be reviewed by the lender and the applicable authorities.

Context	Examples of situations to encourage (important exceptions may occur)	Examples of situations to discourage (important exceptions may occur)
(A) Water resources sector	1. *Integrated* water resources management approach for efficient use and *conservation* of the resource 2. Stakeholder *empowerment* and participation 3. Entity to *coordinate* "top-down" and "bottom-up" approaches 4. Market or other *incentive-oriented* mechanisms to allocate the resource (examples are tradable water rights regimes and/or river basin councils) 5. Entity to coordinate and facilitate the process of water allocation placed *independent of* any specific water-use subsector, such as water supply, irrigation or hydropower 6. Provisions to ensure adequate water supplies *to the poorest users* 7. Comprehensive and balanced water resources *sectoral* laws and regulations 8. Water resources entity with close links to the national *environmental* entity for explicit consideration of *freshwater ecosystems services and functions* 9. *Multipurpose* projects 10. *Watershed* or *river basin* approach 11. Consideration of effects on *coastal areas* 12. Active *input and participation of women, indigenous populations and other minority groups* regarding the provision, management and safeguarding of water 13. Provisions for strengthening of hydro-meteorological networks and capacity building for IWRM water balances and *natural disaster planning*	1. *Fragmented* approach 2. Emphasis only on investments 3. Centralized, *"top-down"* decision making 4. *Centralized* government entity that allocates the use of the resource and produces investment plans, programs and projects 5. *No relation* to other natural resources and/or the environment 6. Proposed water resources sector restructuring solutions *independent* from modernization of the state plans and/or efforts, when they exist 7. *Absence* of provisions to ensure adequate water supplies to the poorest users 8. Attempts to regulate the water resources sector through *subsectoral* water laws (i.e., water laws originating and biased to the water supply, irrigation, hydropower or other subsectors) 9. Water resources entity located *within* a given water-use subsector (i.e., water supply, irrigation or hydropower)
(B) Water supply and sanitation subsector **(in addition to section A)**	1. Compliance with the IDB's public utilities policy (regulatory, planning and water delivery functions in separate and independent entities) 2. Metering and cost recovery 3. Stakeholder and water user participation 4. Private sector participation in water supply and sanitation 5. Decentralization or increased emphasis on municipalities 6. Capacity building of decentralized entities 7. Reduction of non-accounted-for losses prior to development of new sources 8. Regulatory mechanisms in place prior to privatization 9. Maintenance of investments 10. Financial sustainability 11. Long-term programming and investing by stages 12. Explicit relationship with the water resources sector, regulated by the water resources sector regulatory entity 13. Wastewater disposal and treatment as an integral part of water supply 14. *Ecological* approach and *techniques* for wastewater treatment 15. *Active* participation of *women, indigenous populations and other minority groups* in project design and policy formulation 16. Explicit consideration of *policies for tariffs and subsidies*	1. Regulatory, planning and water delivery functions within the same entity 2. Non-transparent and non-targeted subsidies (subsidies may be necessary in some cases for equity reasons) 3. Centralization 4. Non-accounted-for losses 5. No relation to the water resources sector 6. Emphasis only on water supply with no consideration of wastewater disposal and treatment 7. Conflicts with other uses 8. Attention only in the provision of services without explicit consideration of the *institutional situation of the water resources sector, especially for the assignment of water rights and waste disposal permits.*

Context	Examples of situations to encourage (important exceptions may occur)	Examples of situations to discourage (important exceptions may occur)
(C) Irrigation and drainage subsector **(in addition to section A)**	1. Cost recovery 2. Management of irrigation units by farmers and/or user associations 3. Added emphasis on in-farm operations 4. Rehabilitation of existing systems 5. Economic incentives for water conservation, especially groundwater 6. Maintenance of investments 7. Financial sustainability 8. Complementarity with other uses 9. Farm drainage as part of the project 10. Adequate disposal of irrigation return flows as an integral part of the project 11. Explicit consideration of policies for tariffs and subsidies	1. Non-transparent, non-targeted and non-temporal subsidies (subsidies may be considered as exceptions; if so, they must be transparent, targeted and temporal) 2. Emphasis only on main delivery and drainage systems without consideration for in-farm drainage 3. Groundwater depletion 4. Conflicts with other uses
(D) Hydroelectric subsector **(in addition to section A)**	1. Compliance with the energy strategy being developed by the IDB 2. Economic efficiency and effectiveness of tariffs 3. Financial sustainability 4. Complementarity with other uses 5. Integration of hydro projects with sub-national river basin development within broader guidelines for natural resource optimization, whenever possible 6. Private sector participation	1. Isolated projects 2. Conflicts with other uses 3. Non-consideration of environmental or river basin optimization guidelines 4. Non-consideration of upstream and downstream effects on and of impoundments, such as resettlement, erosion and sedimentation, river bank instability, changes in water quality, and effects on fish and wildlife

Source: IDB Strategy for Integrated Water Resource Management

Appendix 2: IDB – A Donor's Perspective: Trust Fund Administrator – INWAP

Background

Established in August 2002, the Inter-American Development Bank (IDB)–Netherlands Water Partnership Program (INWAP) is the expression of many years of strong collaboration between the Netherlands' Ministry of Foreign Affairs and the IDB dedicated *to support the implementation of internationally recognized principles of integrated water resource management in the Latin American and Caribbean region*. The IDB is the trust fund administrator for INWAP. In pursuit of this objective, INWAP supports activities that enhance the capacity of Latin American and Caribbean countries to:

- Manage and develop national and sub-regional water resources.
- Design effective water policies.
- Expand and improve social and productive water-related services.
- Raise awareness of the issues and disseminate pertinent information (through the participation in and support of relevant outreach events and international forums).
- Enhance the capacity of the IDB for guiding and monitoring the implementation of the IDB's Strategy for Integrated Water Resource Management (IWRM).
- Improve the coordination of the IDB and other financing institutions and donors on water resources policy issues in Latin America and the Caribbean.

Since its inception, INWAP's portfolio has committed financing for 67 operations, ranging from $7,000 to $450,000. As reflected in the scope of these operations, INWAP's contribution to water management in the region is quite significant. In fact, INWAP is the largest and most relevant source of technical assistance in the context of the IDB's work in water. INWAP is an instrumental tool to foster priority actions defined in IWRM. Also, INWAP is providing valuable resources to make possible the mandates of the World Summit on Sustainable Development with respect to the formulation of IWRM National Plans and Strategies, and the Millennium Declaration, with respect to potable water and sanitation. The several activities supporting capacity building, water governance and poverty reduction in the context of the Millennium Development Goals, are contributing to generate a renewed pipeline of water loans and Global Environment Facility initiatives, while providing the countries with new tools, information and know-how.

Key proposal requirements

Activities financed by INWAP must fall into either of the two partnerships' strategic lines of action:

- Poverty reduction and the promotion of social equity.
- Water governance.

In **poverty reduction and the promotion of social equity**, INWAP concentrates its activities in the following two areas:

- Supporting the IDB and its borrowing member countries in complying with the water-related Millennium Development Goals.
- Providing methodological tools to better assess impacts of water-related activities on the poor.

In **water governance**, INWAP likewise concentrates its activities in two areas:

- Supporting the formulation of IWRM strategies and plans as laid down in the Implementation Plan of the World Summit on Sustainable Development.
- Strengthening institutional, legal and policy frameworks of IDB's borrowing member countries.

Key proposal requirements

For applicants for funding, IDB has specific requirements:

- Only specialists from the IDB can apply for funds. Public, private and civil society organizations should contact the respective water specialist in the IDB's country offices to submit a proposal. For regional activities or additional information, please contact inwap@iadb.org.
- INWAP only finances fresh water–related operations and is not focused on marine coastal operations.

For an activity to qualify for INWAP funds, it should meet one or more of the following criteria:

- Support *integrated* and *innovative* approaches to water management.
- Foster *institutional* strengthening.
- Contribute to *sustainable economic growth and poverty reduction.*
- Strengthen *policy and sector work* in water resources management.
- Strengthen the *capacity* of IBD staff and borrowing member countries for policy and sector work.
- Explore possibilities for *partnerships* and *inter-institutional cooperation.*
- Support ongoing *reform and modernization* processes in the water sector.

Appendix 3: IDB – Executing Agency: GEF/IDB Non-Reimbursable Operations

International Ecosystem Management in the Binational Sixaola River Basin – Resolution 4-91

In 1991, Vice-presidents of the Central American countries signed Resolution 4-91, agreeing to promote the development of transboundary areas in an effort to achieve regional integration. Later the two governments signed the Costa Rica–Panama Border Cooperation Development Agreement.

The agreement established a Permanent Binational Commission (headed by MIDEPLAN in Costa Rica and MEF in Panama) with the mandate to promote an integrated Binational Sixaola River Basin Sustainable Management Program. This ambition progressed, and in 2003–04 a Regional Strategy for the Sustainable Development of the Binational Sixaola River Basin (RSDS) was formulated in a participatory manner with the support of an IDB grant.

The RSDS will be implemented through two national programs, the Sustainable Development Program of Bocas del Toro (1439/OC-PN) in Panama, and the Sustainable Development Program for the Binational Sixaola Basin (1556/OC-CR) in Costa Rica, both financed by the IDB.

Global Environment Fund (GEF) intervention will serve to cover the incremental costs related to the global benefits of integrated binational management of the basin, and each national program will finance the necessary investments required for sustainable development in benefit of the local populations. The proposed intervention has been developed through an integrated, as opposed to sector-specific, approach characterized by increased levels of coordination between the two countries and ample participation of institutions and social and ethnic groups represented in the basin, a process initiated during the formulation of the RSDS.

Financing Plan (US$)

Agency's Project ID: RS-X1017
GEFSEC Project ID: 2517
Countries: Costa Rica and Panama
Project Title: Integrated Ecosystem Management in the Binational Sixaola River Basin
GEF Agency: Inter-American Development Bank (IDB)
Other Executing Agencies: N/A
Duration: 4 years
GEF Focal Area: Biodiversity, International Waters and Lands Degradation
GEF Operational Program: OP12 Multifocal Area (Integrated Ecosystem Management)
GEF Strategic Priority: BD-1, BD-1, EM-1, IW-1, SLM-2
Estimated Starting Date: November 2006
Estimated WP Entry Date: March 2006
Pipeline Entry Date: November 2004
IA Fee: US$360,000 (9% of GEF funding, including PDF-B)

GEF Contribution:

Project:	3,500,000
PDF A:	-0-
PDF B:	500,000
PDF C:	-0-
GEF Subtotal:	*4,000,000*

Co-financing:

IDB Programs1556/OC-CR:	10,689,000
IBD Programs 1439/OC-PN:	4,216,000
Government of Costa Rica:	485,000
Government of Panama:	485,000
Subtotal Co-financing:	*15,875,000*
Total Project Financing:	***19,875,000***

Financing for Associated Activities:

The Nature Conservancy:	420,000
Conservation International:	360,000
European Commission:	200,000

Bibliography

Caribbean Conservation Corporation, CORAL – The Coral Reef Alliance, EcoLogic Development Fund, PricewaterhouseCoopers, LLP, US Department of Agriculture Forest Service, US National Oceanic and Atmospheric Administration, "Communicating Success – A Primer on How to Develop Metrics for Sharing Your White Water to Blue Water Partnership Successes," August 2006, www.ww2bwc.com.

Flora, Cornelia Butler, Mary Emery, Susan Frey and Corry Bregendahl, "Community Capitals: A Tool for Evaluating Strategic Interventions and Projects," plus related publications, presentations and papers of the North Central Regional Center for Rural Development, www.ncrcrd.org.

Harman, Willis and John Horman, 1990, *Creative Work: The Constructive Role of Business in Transforming Society*, Indianapolis, Knowledge Systems, Inc.

Inter-American Development Bank, "Strategy for Integrated Water Resource Management," December 1998, www.iadb.org.

US Department of Agriculture Forest Service, National Partnership Office, "Partnership Guide: The Power of People Working Together – A Living Document," produced in partnership by the National Forest Foundation, May 2005, plus other partnership training resources related to collaboration, core competencies, leadership development and more, www.partnershipresourcecenter.org.

US Environmental Protection Agency, National Center for Environmental Innovation, "Draft Guidelines for Designing EPA Partnership Programs Version 1.0," February 2005.

Reference sources for the Global Environment Facility/United Nations Development Programme can be found at www.gefweb.org and www.undp.org/gef.

Acknowledgments

We are grateful for the interest and efforts of the following organizations and individuals who collaborated in this partnership and for the editing assistance provided by EcoLogic:

Association of American Geographers – Dr. Patricia Solis – www.aag.org

Boundless Playgrounds – Amy Jaffe Barzach – www.boundlessplaygrounds.org

Calm Air, Visibility Unlimited – Edgar Monge Nicolaas, David Smith, Ricardo de Soto, Jordan Vaughan-Smith – www.flightandfilm.org

Caribbean Conservation Association – Kemraj Parsram – www.ccanet.net

Caribbean Conservation Corporation – David Godfrey – www.cccturtle.org

Conservation International – Dr. Sebastian Troëng – www.conservation.org

EcoLogic Development Fund – Deborah Fraize, Larissa Joseph, Shaun Paul – www.EcoLogic.org

Inter-American Development Bank – Silvia Ortiz – www.iadb.org

PricewaterhouseCoopers, LLP – Michele Kiernan, Maria del Pilar Perez, Harvey Ramos, Nicholas A. Shufro, Laura Zerby – www.pwc.com

The Nature Conservancy – Robert Weary – www.nature.org

United Nations Development Programme – Andrew Bovarnick – www.undp.org

United Nations Environment Programme/Caribbean Environment Programme – Franklin McDonald, Maria Protz – www.cep.unep.org

United States Department of Agriculture – Adela Backiel, Ruth McWilliams (USDA Forest Service)

United States Department of Commerce – National Oceanic and Atmospheric Administration – Heather Allen, Elizabeth McLanahan, Tom Laughlin, Jennifer Winston
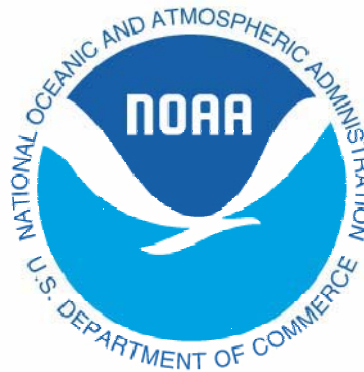
United States Department of State – David Bolton, Anne Chick, Kirti Datla, David Hermann

United States Embassy, San Jose, Costa Rica – Regional Environmental Office for Central America and the Caribbean – Andrea C. Borel, Bernard E. Link

University of Miami – Rod Zika – www.miami.edu/UMH/CDA/UMH_Main

Water Center for the Humid Tropics of Latin American and the Caribbean – Teddy Callender, Zvia Leibler-Danon – www.cathalac.org

PRICEWATERHOUSECOOPERS

USDA

FOREST SERVICE
US
DEPARTMENT OF AGRICULTURE

NOAA
NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION
U.S. DEPARTMENT OF COMMERCE

THE ASSOCIATION OF AMERICAN GEOGRAPHERS
1904

GEF

UN
DP

RSMAS
UNIVERSITY OF Miami
ROSENSTIEL SCHOOL
OF MARINE & ATMOSPHERIC SCIENCE

WHITE WATER
TO BLUE WATER

CARIBBEAN
CONSERVATION
CORPORATION

EcoLogic
DEVELOPMENT FUND

Caribbean Conservation Association
One Caribbean, One Vision

CAVU

DEPARTMENT OF STATE
UNITED STATES OF AMERICA

CATHALAC

The Nature Conservancy
SAVING THE LAST GREAT PLACES ON EARTH

25th
CARIBBEAN ENVIRONMENT
PROGRAMME
Anniversary

Plan
Be a part of it.

57